



# NASA Policy Directive

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## NPD 1000.3B

Effective Date: July 30, 2004  
Expiration Date: July 30, 2009

**COMPLIANCE IS MANDATORY**

## The NASA Organization w/Change 25 (07/06/2006)

### Responsible Office: Office of Human Capital Management

To provide appropriate downward and upward traceability among Directives across the Agency and other internal NASA requirements, NPR 1000.3A, The NASA Organization, has been re-issued as a NASA Policy Directive (NPD 10000.3B), because it assigns the necessary roles and responsibilities to achieve NASA's vision and mission.

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[Delegation of Authority to the Office of Quality Assurance, NM 1000-8](#) (NASA Only)  
[Office of the Chief Financial Officer and Integrated Financial Management Program Organization Updates, NM 1000-22](#) (NASA Only)

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## CHANGE HISTORY

Chg #	Office/Center	Date	Distribution/Comments
25	Associate Administrator	07/06/2006	<b>CHAPTER 4, MISSION STATEMENTS FOR OFFICES REPORTING TO THE ASSOCIATE ADMINISTRATOR -</b>  4.2, Exploration Systems Mission Directorate 4.3, Space Operations Mission Directorate 4.4, Science Mission Directorate 4.5, Aeronautics Research Mission Directorate 4.6, Safety and Mission Assurance 4.7, Office of Program Analysis and Evaluation 4.10, Office of the Chief Engineer
24	Glenn Research Center	06/21/2006	<b>CHAPTER 5, 5.3, GLENN RESEARCH CENTER -</b> A new directorate was established, Space Flight Systems Directorate, and the Plum Brook Management Office was elevated to report directly to the Center Director.
23	Goddard Space Flight Center	06/06/2006	<b>CHAPTER 5, 5.4, GODDARD SPACE FLIGHT CENTER -</b> Organization chart change only. The Flight Programs and Projects Directorate was renamed the Flight Projects Directorate.
22	Exploration Systems MD	04/05/2006	<b>CHAPTER 4, 4.2, EXPLORATION SYSTEMS MISSION DIREICTORATE -</b> Update to organization chart only. Renamed Administration Office to Strategic Integration and Management Office.
21	Deputy Administrator	04/06/2006	<b>CHAPTER 4, Organization Charts Only -</b> The organization charts for the Offices listed have been approved. The mission statements are still being reviewed/revised.4.9, Office of the Chief Information Officer4.11, Office of Institutions and Management4.13, Office of the Chief of Strategic Communications4.14, Office of the Inspector General4.15, Office of Security and Program Protection4.16, Office of the Chief Health and Medical Officer
20	Stennis Space Center	03/14/2006	<b>CHAPTER 5, 5.9, STENNIS SPACE CENTER -</b> The structure that was approved with Change 17 was submitted by SSC in November 2005 while the Center was still working on its organization structure. This organization chart change shows the completed process.
19	Office of Human Capital Management	03/14/2006	<b>CHAPTER 5, 5.1, AMES RESEARCH CENTER -</b> The wrong chart was forwarded (by OHCM) with Change 17. This action submits the correct chart. The effective date of the approved/signed change remains Feb 6, 2006.
18	Office of Human Capital Management	02/06/2006	<b>CHAPTER 2, THE NASA ORGANIZATION CHART -</b> The organization chart is being updated simultaneously with the release of the 2006 Strategic Plan.

17	Associate Administrator	02/06/2006	<b>CHAPTER 5, Organization Charts Only</b> - The organization charts for the Centers listed have been approved. The mission statements are still being reviewed/revised.5.1, Ames Research Center5.2, Dryden Flight Research Center5.3, John H. Glenn Research Center at Lewis Field5.4, Goddard Space Flight Center5.5, Lyndon B. Johnson Space Center5.6, John F. Kennedy Space Center5.7, Langley Research Center5.8, George C. Marshall Space Flight Center5.9, John C. Stennis Space Center
16	Associate Administrator	01/30/2006	<b>CHAPTER 4, Organization Charts Only</b> - The organization charts for the offices listed have been approved. The mission statements are still being reviewed/revised.4.2, Exploration Systems Mission Directorate4.3, Space Operations Mission Directorate4.4, Science Mission Directorate4.5, Aeronautics Research Mission Directorate4.6, Office of Safety and Mission Assurance4.7, Office of Program Analysis and Evaluation
15	Dryden Flight Research Center	09/27/2005	<b>CHAPTER 5, 5.2, DRYDEN FLIGHT RESEARCH CENTER</b> - This change updates the organization chart only. The mission statement remains the same.
14	Institutions and ManagementNSSC	08/26/2005	<b>CHAPTER 5, 5.11, NASA SHARED SERVICES CENTER (NSSC)</b> - This change adds the mission statement and organization chart for the NSSC. The Table of Contents and Chapter 1 were updated as appropriate
13	Kennedy Space Center	08/01/2005	<b>CHAPTER 5, 5.6, JOHN F. KENNEDY SPACE CENTER</b> - This change updates the organization chart only to change the name of two offices. The mission statement remains the same.
12	Institutions and Management	07/29/2005	<b>CHAPTER 4, 4.11, INSTITUTIONS AND MANAGEMENT</b> - This change does not update any of the modifications currently being made to the Institutions and Management mission/organization. Instead it is only being updated to show the addition of the Chief Health and Medical Officer functions. The full mission statement will be modified at a later time.
11	Chief Strategic Communications	07/25/2005	<b>CHAPTER 4, 4.13, CHIEF OF STRATEGIC COMMUNICATIONS</b> - Updates mission statement and organization chart to include the Chief Education Officer, thereby removing the mission statement and organization chart for the Chief Education Officer from 4.7 from the TOC, as well as within the directive. The Chief Education Officer mission statement was approved on May 2, 2005 but not validated by the new AA until now.
10	Langley Research Center	07/19/2005	<b>CHAPTER 5, 5.7, LANGLEY RESEARCH CENTER</b> - Updates organization chart. Mission statement remains the same.
9	Chief Information Officer	05/18/2005	<b>CHAPTER 4, 4.9, OFFICE OF THE CHIEF INFORMATION OFFICER</b> - Updates mission statement to move CIO office from not only managing NASA's IT investments but includes the responsibility for ensuring all IT investments are in alignment with the Agency's priorities. (organization chart remains the same)
8	Institutions and Management	05/05/2005	<b>CHAPTER 4, 4.8, OFFICE OF THE CHIEF FINANCIAL OFFICER AND 4.11, OFFICE OF INSTITUTIONS AND MANAGEMENT</b> - This change moves the functions of the Offices of Procurement and Small and Disadvantaged Business Utilization from the Office of the Chief Financial Officer to the Office of Institutions and Management. The organization charts were updated with Change 6.

7	Strategic Communications	04/29/2005	<b>CHAPTER 6, 6.2, FEDERAL ADVISORY COMMITTEE ACT (FACA) COMMITTEES</b> - Updates the list of committees (17 new committees added and 2 removed).
6	Institutions and Management	04/19/2005	<b>CHAPTERS 2 AND 4, ORGANIZATION CHARTS</b> - New organization charts created for Headquarters, the Office of the Chief Financial Officer, and Institutions and Management to document move of Procurement and Small and Disadvantaged Business Utilization as outlined in March 15, 2005 memo from Acting Administrator.
5	Exploration Systems Mission Directorate	03/10/05	<b>CHAPTER 4, 4.2, EXPLORATION SYSTEMS MISSION DIRECTORATE</b> - Organization chart change approved in September 2004 as a follow on to the transformation updates; however, it was just discovered that the change had not been updated in NPR 1000.3B.
4	Institutions and Management	03/01/2005	<b>CHAPTER 4, 4.11, INSTITUTIONS AND MANAGEMENT</b> - Infrastructure, Management, and Headquarters Operations Office name changed to Infrastructure and Administration Office. Administrative changes made throughout NPD 1000.3B to change name.
3	Institutions and Management	02/10/2005	<b>CHAPTER 4, EDITS TO 4.4, 4.7, and 4.13</b> - 4.4, Science Mission Directorate and 4.7, Office of Chief Education Officer, updated organization charts; 4.13, Office of Chief of Strategic Communication updated their mission statement.
2	All Centers	11/24/2004	<b>CHAPTER 6, CHARTERS FOR COUNCILS, COMMITTEES, BOARDS AND PANELS</b> - As a continued effort towards the Agency Transformation, all of the charters were reviewed and updated
1	All Centers	9/20/2004	<b>CHAPTER 5, MISSION STATEMENTS AND ORGANIZATIONAL CHARTS FOR CENTERS AS WELL AS TECHNICAL AND SERVICE SUPPORT CENTERS</b> - As a continued effort towards the Agency Transformation, all Centers (including the NESC) updated their mission statements and organization charts.

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# Preface

## P.1 Purpose

This NASA Policy Directive (NPD) documents the NASA organization, defines terms, and sets forth the standards and requirements for establishing, modifying, and documenting the NASA organizational structure and for assigning organizational responsibilities. Specific duties of NASA officials are described in their official position descriptions rather than in this document.

## P.2 Applicability

This NPD is applicable to NASA Headquarters, NASA Centers, and NASA's Component Facilities. It also applies to the Inspector General (IG) except in so far as it contravenes the requirements of the IG Act (Public Law 95-452), as amended (5 U.S.C. Appendix).

## P.3 Authority

42 U.S.C. 2473 (c)(1), Section 203(c)(1) of the National Aeronautics and Space Act of 1958, as amended.

## P.4 References

- a. NPD 1000.1, NASA Strategic Plan.
- b. NPR 1000.2, NASA Strategic Management Handbook.

## P.5 Cancellation

NPR 1000.3A, NASA Organization, dated July 30, 2004.

/s/ Sean O'Keefe  
Administrator

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# Chapter 1: General Provisions

## 1.1 Organizational Standards

1.1.1 All NASA managers will incorporate techniques that effectively utilize the greatest capability of the human workforce and the physical and fiscal resources toward meeting the NASA mission as defined in the National Aeronautics and Space Act of 1958, as amended, and as further described in the NASA Strategic Plan.

1.1.2 NASA organizations will be designed to avoid layering and overlapping responsibilities and will be consistently described and named, to the degree practical, across the Agency.

1.1.3 Mission statements and organizational charts will be established, modified, and approved by the Administrator for direct-reporting organizations. Center Directors will approve changes to mission statements and organization charts for their respective Center and the Associate Administrator for Institutions and Management will approve changes to mission statements and organization charts for Headquarters offices and Technical and Service Support Centers.

1.1.4 Official organizational charts will identify only organizational structures that have all the features of an organizational element, including permanent staffing. Organizational processes, such as management committees and ad hoc or temporary positions, will not be identified on the organizational charts. Special working relationships with other organizations will be described in the Special Relationships paragraph of the mission statement but not shown on the organizational chart.

1.1.5 Affected parties, including employees, officially recognized employee unions, suppliers, customers, and supporting organizations should be involved in significant aspects of the organizational change process.

## 1.2 Terms

### 1.2.1 INSTALLATIONS:

#### 1.2.1.1 Headquarters, composed of the following:

a. Office of the Administrator. This term includes the following officials and staff:

- (1) Administrator.
- (2) Deputy Administrator/Chief Operating Officer.
- (3) Associate Deputy Administrator for Systems Integration.
- (4) Chief of Staff.
- (5) Chief Scientist.
- (6) Chief Health and Medical Officer.
- (7) Director of Advanced Planning.
- (8) Program Executive Officer for Integrated Financial Management.
- (9) White House Liaison.

b. Mission Directorates. A primary implementer of a NASA mission area. Each Mission Directorate is led by a Mission Associate Administrator who leads their respective mission area and establishes an associated implementation plan. The current Mission Directorates are as follows:

- (1) Exploration Systems Mission Directorate



(2) Space Operations Mission Directorate

(3) Science Mission Directorate

(4) Aeronautics Research Mission Directorate

c. Mission Support Offices. Headquarters organizations that establish and disseminate policy and leadership strategies within assigned areas of responsibility in support of all NASA programs and activities.

(1) Office of Safety and Mission Assurance

(2) Office of the Chief Education Officer

(3) Office of the Chief Financial Officer

(4) Office of the Chief Information Officer

(5) Office of the Chief Engineer

(6) Office of Institutions and Management

(7) Office of the General Counsel

(8) Office of the Chief of Strategic Communications

d. Functional Support Offices. Offices that provide functional support to the Agency through their respective Mission Support Offices.

(1) Office of Procurement

(2) Office of Small and Disadvantaged Business Utilization

(3) Office of Human Capital Management

(4) Office of Infrastructure and Administration

(5) Office of Diversity and Equal Opportunity

(6) Office of Security and Program Protection

(7) Office of Public Affairs

(8) Office of Legislative Affairs

(9) Office of External Relations

e. Office of Inspector General.

1.2.1.2 Centers. Primary NASA field entities, each led by a Center Director. Some Centers have component facilities which may be geographically separated from the parent Center. Such facilities are led by a Manager or Head who reports to the parent Center official.

a. Ames Research Center (ARC)

b. Dryden Flight Research Center (DFRC)

c. John H. Glenn Research Center (GRC) at Lewis Field

d. Goddard Space Flight Center (GSFC)

e. Lyndon B. Johnson Space Center (JSC)

f. John F. Kennedy Space Center (KSC)

g. Langley Research Center (LaRC)

h. George C. Marshall Space Flight Center (MSFC)

i. John C. Stennis Space Center (SSC)

1.2.1.3 Component Facilities. NASA Installations with their component facilities annotated are as follows:

- a. Deep Space Network - Goldstone, CA; Canberra, Aus.; Madrid, Spain; (JSC)
- b. Downey Facility (DF) (JSC)
- c. Ground Network at KSC (GSFC)
- d. Independent Verification and Validation Facility (IV&V) (GSFC)
- e. Michoud Assembly Facility (MAF) (MSFC)
- f. NASA Management Office (NMO)/JPL (HQ/Code S)
- g. Plum Brook Station (PBS) (GRC)
- h. Space Network (White Sands, NM) (GSFC)
- i. Wallops Flight Facility (Wallops Island, VA) (GSFC)
- j. White Sands Test Facility (WSTF) (JSC)

1.2.1.4 Jet Propulsion Laboratory (JPL). Government-Owned Contractor-Operated facility (GOCO) is a Federally Funded Research and Development Center (FFRDC) under the terms of a contract with the California Institute of Technology (CalTech).

1.2.1.5 Technical and Service Support Centers. Technical and Service Support Centers provide specialized technical and administrative expertise and support for NASA's programs, projects, and operations.

- a. NASA Engineering and Safety Center (NESC)
- b. NASA Shared Services Center (NSSC)

1.2.2 Officials-in-Charge (OIC) of Headquarters Offices. Headquarters Senior Management officials who report directly to the Administrator or Deputy Administrator.

- (1) Deputy Administrator (Chief Operating Officer)
- (2) Associate Deputy Administrator for Systems Integration
- (3) Chief of Staff
- (4) Chief Scientist
- (5) Chief Health and Medical Officer
- (6) Director of Advanced Planning
- (7) Chief of Safety and Mission Assurance
- (8) Chief Education Officer
- (9) Associate Administrator for Exploration Systems Mission Directorate
- (10) Associate Administrator for Space Operations Mission Directorate
- (11) Associate Administrator for Science Mission Directorate
- (12) Associate Administrator for Aeronautics Research Mission Directorate
- (13) Chief Financial Officer
- (14) Chief Information Officer
- (15) Chief Engineer
- (16) Associate Administrator for Institutions and Management
- (17) General Counsel
- (18) Chief of Strategic Communications

1.2.3 Headquarters Center Executives. Mission AA's who have responsibility to ensure alignment between programs and institutional capabilities are as follows:

1.2.3.1 Mission AA for Space Operations for JSC, KSC, MSFC, and SSC.

1.2.3.2 Mission AA for Science for ARC, GSFC, and for contractual oversight for JPL as an FFRDC.

1.2.3.3 Mission AA for Aeronautics Research for DFRC, GRC, and LaRC.

## **1.3 Lines Of Succession**

1.3.1 LINE OF SUCCESSION: In the following order: Deputy Administrator; Associate Deputy Administrator for Systems Integration; Chief of Staff. The process for designating an Acting Administrator is set forth at 5 U.S.C. 3345 et.seq.

1.3.2 OIC's of Headquarters Offices and Center Directors: Whenever an OIC or Center Director is unable to perform assigned duties, the permanently assigned incumbents of the positions listed in the Line of Succession of each mission statement (chapters 4 and 5) are authorized to serve in the order listed in an acting capacity for the OIC or Center Director and to carry out all functions, powers, and duties of such position, pursuant to law and emergency authorities, except the duty of the OIC or the Center Director to succeed to any other NASA position.

Change 14 August 26, 2005

# Chapter 2: The NASA Organization

## 2.1 The NASA Mission.

The Mission Statement is detailed in the NASA Strategic Plan, NPD 1000.1.

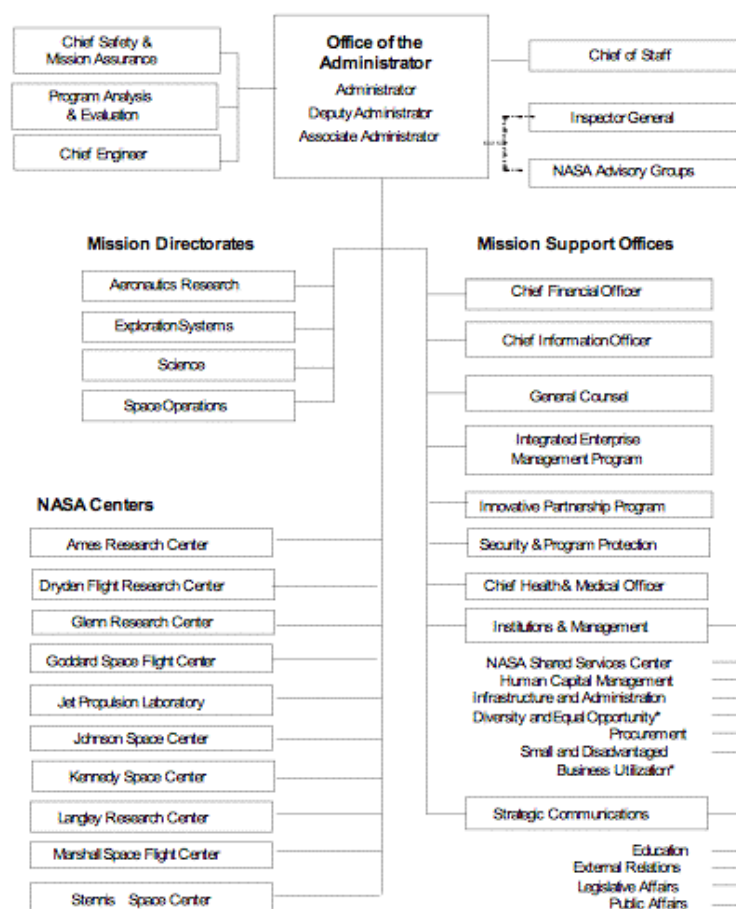
To understand and protect our home planet,

To explore the universe and search for life,

To inspire the next generation of explorers ?as only NASA can.

## 2.2 The NASA Organizational Chart.

The official Agency-level organizational chart is on the following page.



\* In accordance with law, the offices of Diversity and Equal Opportunity maintain reporting relationships to the Deputy Administrator and Administrator.

portunity and Small and Disadvantaged Business Utilization maintain reporting relationships to the Deputy Administrator and Administrator.

Change 18?February 6, 2006

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## **Chapter 3: Responsibilities of Officials-In-Charge of Headquarters Offices and Center Directors**

### **3.1 Responsibilities of Officials-In-Charge of Headquarters Offices and Center Directors.**

OIC's of Headquarters Offices and Center Directors provide executive leadership and direction for all activities of their offices, including the following:

3.1.1 Protect the safety and health of the public, the NASA family, and those assets that the Nation entrusts to NASA; commit to achieving the highest standards in engineering, science, management, and leadership; and perform all functions with the utmost integrity.

3.1.2 Develop Mission Implementation Plan, Functional Implementation Plan, or Center Implementation Plan, as applicable, which defines program goals and objectives, priorities, and financial and technical plans, and participate with other senior NASA officials to provide advice and counsel to the Administrator in the development and administration of the overall NASA program.

3.1.3 Plan and direct the activities and operations of the Mission Directorate, Office, or Center, allocating and reprogramming resources as required to meet approved objectives in accordance with assigned roles and responsibilities and developing flexible and balanced organizational structures, consistent with objectives, personnel capabilities, available resources, and changing priorities.

3.1.4 Promote the general welfare and quality of the working life for all employees, assuring that the working environment promotes and fully supports all policies and regulations applicable to health, safety, security, protection of property, ethics, and financial controls activities.

3.1.5 Establish and maintain relationships with external customers and stakeholders, including academia, the scientific community, industry, and other Government and private-sector entities.

3.1.6 Implement continual improvement of products and services to encourage continual improvement by NASA to meet the needs of identified customers whose input and feedback are incorporated in all aspects of the organization's efforts.

3.1.7 Ensure that significant management weaknesses are identified and reported to the appropriate management level and corrective action is taken.

### **3.2 Additional Responsibilities of Mission Associate Administrators.**

In addition to those responsibilities identified in paragraph 3.1, Headquarters Mission AA's are responsible for mission and program success and have the following special roles related to their direct responsibilities for the Mission Directorate:

3.2.1 Account for delivering program results to the NASA Administrator through the Deputy Administrator. As such, Mission AA's serve as the stewards, advocates, and chief executives of their respective Mission Directorate, setting priorities and strategies for achieving mission area objectives. In addition, the Mission AA's provide program definition, integrate budget development, allocate resources, provide performance assessment, and are responsible for the safety and human health of their Mission Directorates' activities and for the implementation of NASA policies.

3.2.1.1 Assure that safety and mission success criteria are developed and documented for each program/project.

3.2.2 Fully integrate safety, reliability, and quality within and across the functions and products of the programs, offices, and Centers.

3.2.3 Principally responsible for developing long-term implementation plans and ensuring that the necessary capabilities are in place to meet both the near-term program objectives and the longer-term goals.

3.2.4 Determine what the Mission Directorate does and why, with a specific focus on the requirements of external customers. In this context, the Mission AA's are responsible for the following:

- a. Developing Mission Directorate plans, policy, and standards that fulfill the Agency's goals and objectives;
- b. Formulating program requirement and objectives;
- c. Providing advocacy for the Mission Directorate;
- d. Providing external customer interfaces;
- e. Allocating resources for the full cost of each program, including personnel and facilities, within the context of Agency strategic determinations;
- f. Assessing program performance;
- g. Selecting projects;
- h. Serving as the NASA "internal customer";
- i. Overseeing Mission Directorate education and public outreach; and
- j. Coordinating all international partnership arrangements with the Office of the Chief of Strategic Communications.

3.2.5 Responsible for managing program initiation, formulation and integration, science management, and program oversight and performance assessment.

### **3.3 Additional Responsibilities of Headquarters Center Executive (HCE) Associate Administrators.**

In addition to the duties of a Mission AA, designated Headquarters Center Executive AA's have the following special roles:

3.3.1 Ensure that the Center has the capability to meet its programmatic and functional commitments, as well as long-term mission responsibilities, in a safe and effective manner.

3.3.2 Ensure implementation, conformance, and the assurance of safe and efficient functional operations. HCE must have a broader perspective than their individual Mission Directorates. In this management capacity, the HCE works with the Centers, other Mission AA's, and Mission Support Offices to accomplish the following:

- a. Provide safe and healthful workplace and environmentally sound work processes;
- b. Plan long-term institutional strategies;
- c. Determine institutional and infrastructure investment requirements;
- d. Pursue integration and synergies, crosscutting strategies, and investments across multiple Centers;
- e. Approve institutional budgets proposed by the Center;
- f. Develop a long-term institutional investment strategy;
- g. Determine major adjustments to and tradeoffs among the programs and institutions within overall budget availability; and
- h. Assess the performance of the Center in meeting its mission and responsibilities.

3.3.3 Promote the general welfare and quality of the working life for all employees, assuring that the working environment promotes and fully supports all policies and regulation applicable to health, safety, security, protection of property, ethics, and financial controls activities.

3.3.4 Lead evaluation of Center Director performance for their respective Center with input from Mission Associate Administrators, Mission Support Offices and/or Functional Support Offices.

3.3.5 In conjunction with the Agency Technical Authority, oversee and coordinate Independent Technical Authority (ITA) activities supporting Center managed and hosted projects.

### **3.4 Additional Responsibilities of Mission Support Offices.**

Mission Support Office activities fall into any or all of three major categories: functional leadership, staff to the Administrator/Deputy Administrator, and central services. These categories are described in detail in NPR 1000.2, NASA Strategic Management Handbook. In addition to the responsibilities identified in paragraph 3.1, Mission Support Offices have the following Agencywide oversight responsibilities:

3.4.1 Establish plans and achieve consistency of approach to improve functional performance across the Agency, disseminate internal Agency policies, and in collaboration with the Mission AA's and Center Directors, maintain sufficient insight into Mission Directorate and HCE activities to ensure that they are conducted in accordance with all statutory, regulatory, and fiduciary responsibilities. Advise the Administrator and Senior Managers of potential efficiencies, required compliance, and other benefits to be gained by implementing proposed functional initiatives.

3.4.2 Focus on improving processes, stimulating efficiency in the performance of activities related to the programs, and providing consistency, when consistency serves Agency management objectives, across the Mission Directorates.

3.4.3 Oversee the performance of their particular functions across all of the Centers, as well as provide liaison to external organizations performing similar functions and stakeholders who establish Governmentwide policy and requirements.

3.4.4 Shall provide concurrent review on key issues in their respective Center functional support offices to include hiring, firing, evaluation of senior most functional officer, and determining appropriate staffing complement for Center functional offices.

### **3.5 Specific Responsibilities Unique to Center Directors.**

In addition to the functions identified in paragraph 3.1, all Center Directors have the following additional specific responsibilities:

3.5.1 Manage the day-to-day operations of the Center in support of program roles and missions, including providing all institutional and functional support activities to properly manage the Center and exercise of ITA as assigned by the HCE and the Agency Technical Authority.

3.5.2 Serve in the line of authority and responsibility for programmatic activities as assigned by the Mission Associate Administrator.

3.5.3 Protect the safety and health of the public, the NASA family, and those assets that the Nation entrusts to NASA; commit to achieving the highest standards in engineering, science, management, and leadership; and perform all functions with the utmost integrity. These values are upheld by fully integrating safety, reliability, quality, and statutory and regulatory compliance within and across all of the Center's plans, facilities, operations, functions, and products.

3.5.4 Participate with Headquarters in the continual development of NASA policies and the review of NASA programs.

3.5.5 Represent NASA and the Center in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.

3.5.6 Identify specific opportunities for NASA to meet the needs of user organizations through the technology utilization program, including the search for, reporting, and application of new technology, innovations, processes, materials, and devices.

3.5.7 Shall provide concurrent review on key issues in their respective Center functional offices to include hiring, firing, evaluation of senior-most officer of the functional area, and determining appropriate staffing complement for Center functional offices.

### **3.6 Role of the Inspector General**

The Office of the Inspector General follows Agency policies, except when they conflict with the independence and objectivity of the Office of the Inspector General, pursuant to the Inspector General Act (Public Law 95-452), as



amended (5 U.S.C. Appendix).

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# Chapter 4: Mission Statements and Organizational Charts for Headquarters Offices

## 4.1 Office of the Administrator

4.1.1 MISSION. This office provides overall leadership, planning, policy direction, management, and coordination for all NASA activities.

4.1.2 RESPONSIBILITIES.

4.1.2.1 The Administrator leads the Agency and is accountable to the President for all aspects of the Agency's mission, including establishing and articulating the Agency's vision and strategic priorities and assuring successful implementation of supporting policies, programs, and performance assessment. The Administrator represents NASA before the President, Congress, and the heads of Federal or other appropriate governmental agencies, external organizations, and communities.

The Administrator serves as the final Agency decision maker concerning all NASA activities and performs all necessary functions to govern NASA operations and exercise the powers vested in NASA by law, except as may be specified by law, regulation, Presidential directive, or delegated authority.

4.1.2.2 The Deputy Administrator is the Chief Operating Officer of the Agency and is responsible to the Administrator for successful mission accomplishment and ensuring compliance with long-term strategy. The Deputy Administrator is responsible for policy direction; planning, prioritizing, organizing and controlling the day-to-day Agency operations, including establishing controls over Agency activities; providing a means for evaluating mission, mission support and safety and mission assurance accomplishments, and correcting deficiencies. The Deputy Administrator performs the duties and exercises the powers delegated by the Administrator, acts for the Administrator in his or her absence, and with the exception of the Chief Safety and Mission Assurance Officer, assesses the performance of the senior leadership team, including those reporting to the Deputy Administrator and those reporting to the Administrator through the Deputy Administrator.

4.1.2.3 The Associate Deputy Administrator for Systems Integration is a staff role supporting the Administrator and Deputy Administrator, with the responsibility for assuring that NASA's mission and mission support elements are effectively aligned and integrated to execute NASA's mission. As such, the Associate Deputy Administrator for Systems Integration will assure that Agency programs are established, integrated and implemented consistent with NASA's exploration architecture and Strategic Plan and that needed Agency resources are provided in an efficient and effective manner. The Associate Deputy Administrator for Systems Integration:

- a. Develops performance metrics to gauge performance against the Strategic Plan.
- b. Works with the Director for Advanced Planning, the Chief Financial Officer, the Associate Administrator for Institutions and Management, and the Mission Directorate Associate Administrators to assure that all resources required to support the Strategic plan are identified and provided.
- c. Assures that NASA Headquarters establishment and implementation of programs, processes, and infrastructure are coordinated and integrated.
- d. Assures implementation of accepted recommendations of Agency level reports, as assigned.
- e. Supervises the activities of the Advanced Planning and Integration Office, which provides support to both the ADA for Systems Integration and to the Director for Advanced Planning.

4.1.2.4 The Chief of Staff reports to the Administrator and is responsible for directing the daily execution of NASA Headquarters functions based on guidance from the Administrator and Deputy Administrator. The Chief of Staff:

- a. Directs the daily execution of NASA Headquarters functions based on guidance from the Administrator and Deputy

Administrator.

- b. Assures that communications with external entities are coordinated and consistent.
- c. Directs NASA Headquarters interactions with the Executive Office of the President, based on guidance from the Administrator.
- d. Undertakes special policy actions as directed by the Administrator and Deputy Administrator.
- e. Directs the administrative staff of the Office of the Administrator.

4.1.2.5 The Chief Scientist serves as the senior scientific advisor to the Administrator, reporting to the Office of the Administrator through the Deputy Administrator. The Chief Scientist is responsible for establishing and assuring appropriate execution of policies for implementing the NASA scientific research programs. The Chief Scientist acts as an interface to the national and international science community assuring that NASA research programs are scientifically and technologically well founded, are appropriate for their intended applications, and can demonstrate quality, relevance, and performance. The Chief Scientist works to encourage inter-Agency cooperation in innovative and cross-cutting research efforts.

4.1.2.6 The Chief Health and Medical Officer is a staff role reporting to the Administrator through the Deputy Administrator and serves as advisor to both the Administrator and the Deputy Administrator on health and medical issues to ensure the mental and physical health and well-being of the NASA workforce in all environments. The Chief Health and Medical Officer has the responsibility for providing independent oversight authority for health care delivery, assurance of professional competency, quality and consistency of health care services Agency wide, and for assuring the safe and ethical execution of research involving human and animal subjects.

4.1.2.7 The Director of Advanced Planning is a staff role reporting to the Administrator, with the responsibility for supporting the Strategic Planning Council by providing options, plans, study results, and assessments that enable the Strategic Planning Council to make informed strategic decisions. The Director for Advanced Planning identifies and provides guidance to the Mission Directorates regarding required studies and assessments; ensures consistency of assumptions, contents, formats, and schedules; conducts regular progress reviews; and integrates results into roadmaps and initiatives for presentation to the Strategic Planning Council. The Director for Advanced Planning is responsible for:

- a. Preparing an overall long-term architecture designed to achieve the NASA Vision and identifying key enabling developments and decisions.
- b. Overseeing the development of broad-based national strategies and capability roadmaps for achieving NASA's Agency level requirements and integrating the strategies/roadmaps into the overall long-term architecture.
- c. Ensuring that clear Agency level requirements and/or technology readiness milestones are developed for the Agency's programs, with specific traceability to requirements and milestones implemented at the Mission Directorate level.
- d. Identifying, coordinating, and reviewing required technical or policy studies of specific issues of strategic importance to the Agency.
- e. Identifying major new initiatives required by the science/exploration strategies or by the capability roadmaps, working with the Mission Directorates to develop the content of those new initiatives, and providing assessments to the Council.
- f. Publishing the Agency Strategic Plan as directed by the Council.
- g. Engaging the National Academies and other outside agencies and organizations to ensure that NASA's plans and programs represent a broad national perspective.

#### 4.1.3 SPECIAL RELATIONSHIPS

4.1.3.1 The Administrator chairs the Strategic Planning Council.

4.1.3.2 The Deputy Administrator chairs the NASA Operations Council and is a member of the NASA Strategic Planning Council.

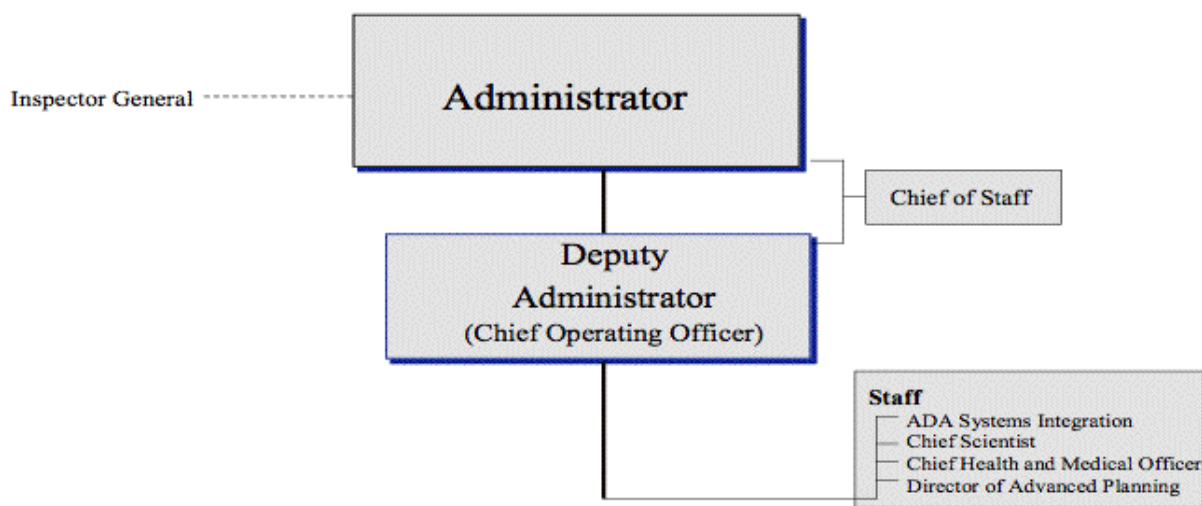
4.1.3.3 The Associate Deputy Administrator for Systems Integration chairs the Agency Program Management Committee, and is a member of the NASA Strategic Planning Council, the NASA Operations Council, and the NASA Institutional Committee.

4.1.3.4 The Chief of Staff is the Executive Secretary of the Strategic Planning Council and a member of the NASA Operations Council.

4.1.3.5 The Director for Advanced Planning is an ex-officio member of the NASA Strategic Planning Council.

4.1.4 LINE OF SUCCESSION: In the following order: Deputy Administrator; Associate Deputy Administrator for Systems Integration; Chief of Staff. The process for designating an Acting Administrator is set forth at 5 U.S.C. 3345 et.seq.

4.1.5 DELEGATION AND REDELEGATION. Except as may be specified in law, regulation, or directive, OIC's and Center Directors have full authority to carry out the responsibilities of their offices, and they may redelegate this authority as deemed appropriate.



## 4.2 EXPLORATION SYSTEMS MISSION DIRECTORATE

4.2.1 MISSION. The Exploration Systems Mission Directorate (ESMD) is responsible for creating a suite of new capabilities, called Constellation Systems, to enable human exploration. Constellation Systems include a crew exploration vehicle, transportation systems, lunar and planetary body exploration systems, in-space support systems, and ground-based support systems. The ESMD portfolio also includes robotic missions to the Moon and research payloads that use the International Space Station, as well as ground-based experimental facilities.

4.2.2 RESPONSIBILITIES. All NASA Mission Directorate Associate Administrators report to the NASA Associate Administrator and are responsible for managing program portfolios at the theme level and setting priorities and strategies for achieving mission area objectives. As such, they own the budgets, schedules, and top-level requirements for the Agency's programs. Programs and projects are selected by Mission Directorate Associate Administrators and are delegated to the Centers to execute.

4.2.2.1 The Associate Administrator for Exploration Systems Mission Directorate:

- a. Is responsible for the development of technologies targeted for incorporation within the Constellation Systems.
- b. Oversees mechanisms to promote innovative modes of participation in ESMD programs, such as Centennial Challenges and commercial crew and cargo transportation.
- c. Develops a Mission Directorate Implementation Plan designed to execute the strategic goals/objectives outlined in

the NASA Strategic Plan.

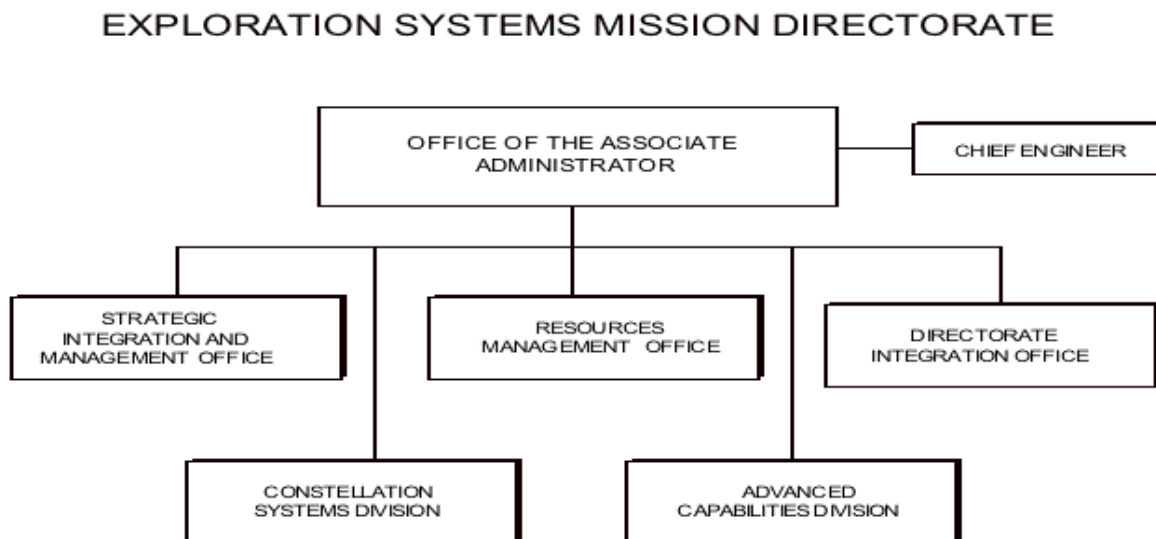
- d. Oversees the formulation and definition of programmatic requirements, objectives, and performance goals.
- e. Manages the development of the ESMD budget to support programmatic requirements and objectives and allocates resources in support of programs and projects.
- f. Conducts regular reviews of program and project performance, evaluating the current and projected status against the established requirements, objectives, and performance goals.
- g. Oversees ESMD reporting as required by Congress, OMB, and other external bodies.
- h. Coordinates ESMD's planning, policies, and programs with other NASA Mission Directorates, Government agencies, industry, international participants, and academia.
- i. Represents NASA and ESMD in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.
- j. Coordinates all international partnership arrangements with the Office of External Relations.

#### 4.2.3 SPECIAL RELATIONSHIP.

4.2.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.2.4 LINE OF SUCCESSION. In the following order: Deputy Associate Administrator, Assistant Associate Administrator (Administration), Director of the Directorate Integration Office, Director of the Constellation Systems Division, and Director of the Advanced Capabilities Division.

Change 25...July 6, 2006



Change 22...April 5, 2006

## 4.3 SPACE OPERATIONS MISSION DIRECTORATE

4.3.1 MISSION. The Space Operations Mission Directorate (SOMD) is responsible for NASA space operations related to exploration in and beyond low-Earth orbit with special emphasis on human activities in space. SOMD is responsible for Agency leadership and management of NASA space operations related to Launch Services, Space Transportation, Space Communications, and Rocket Propulsion Test in support of human and robotic exploration requirements.

4.3.2 RESPONSIBILITIES. All NASA Mission Directorate Associate Administrators report to the NASA Associate Administrator and are responsible for managing program portfolios at the theme level and setting priorities and strategies for achieving mission area objectives. As such, they own the budgets, schedules, and top-level requirements for the Agency's programs. Programs and projects are selected by Mission Directorate Associate Administrators and are delegated to the Centers to execute.

4.3.2.1 The Associate Administrator for Space Operations Mission Directorate:

- a. Provides current operational human exploration activities for the Space Shuttle and International Space Station (ISS) programs.
- b. Develops a Mission Directorate Implementation Plan designed to execute the strategic goals/objectives outlined in the NASA Strategic Plan.
- c. Oversees the formulation and definition of programmatic requirements, objectives, and performance goals.
- d. Manages the development of the SOMD budget to support programmatic requirements and objectives and allocates resources in support of programs and projects.
- e. Conducts regular reviews of program and project performance, evaluating the current and projected status against the established requirements, objectives, and performance goals.
- f. Oversees SOMD reporting as required by Congress, OMB, and other external bodies.
- g. Coordinates SOMD's planning, policies, and programs with other NASA Mission Directorates, Government agencies, industry, international participants, and academia.
- h. Represents NASA and SOMD in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.
- i. Coordinates all international partnership arrangements with the Office of External Relations.

4.3.2.2 Carries out the responsibilities of 4.3.2.1 with regard to the following programs:

- a. The safe and effective operation of the Space Shuttle and improvements in Space Shuttle capabilities necessary to complete assembly of the ISS.
- b. The development and the safe and effective operation of the ISS, including working closely with international partners to define operational concepts and establish operational capabilities.
- c. The acquisition, management, and certification of reliable and cost-effective services from existing and emerging private sector and/or Department of Defense suppliers as necessary to ensure access to space for civil missions including robotic and human space exploration requirements.
- d. The development, acquisition, and management of reliable and cost-effective communications services to meet NASA and other Government requirements for human and robotic space exploration programs.
- e. The establishment and management of radio telecommunications spectrum utilization in support of all NASA human and robotic space exploration and aeronautics research programs.
- f. The conduct of technology and advanced developmental activities in cooperation and coordination with other Mission Directorates to enhance operational capabilities and cost effectiveness of the Space Operations program and to develop a basis for future programs.
- g. The management of flight crew health and safety to include: operational research requirements, integration of human systems and environments to include extravehicular and intravehicular activity advanced development, health care delivery and crew protection, and participation of crewmembers in on-orbit research.
- h. The establishment and integration of efficient and cost-effective rocket propulsion testing services.
- i. The development of transition plans for disposition of residual Space Shuttle assets and plan for safe retirement of the Space Shuttle, safe Shuttle termination, integrated efficiencies in the evolution to new space operations architecture, and disposition of residual assets.
- j. The determination of appropriate SOMD policies, procedures, and relationships to advance the coordination of space operations with ESMD.



4.3.2.3 Functional responsibility for flight planning, which entails addressing user space launch requirements and priorities, ensuring compliance with Agency launch services risk mitigation and vehicle assignment policy, and approving official contractual launch dates.

#### 4.3.3 SPECIAL RELATIONSHIPS.

4.3.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

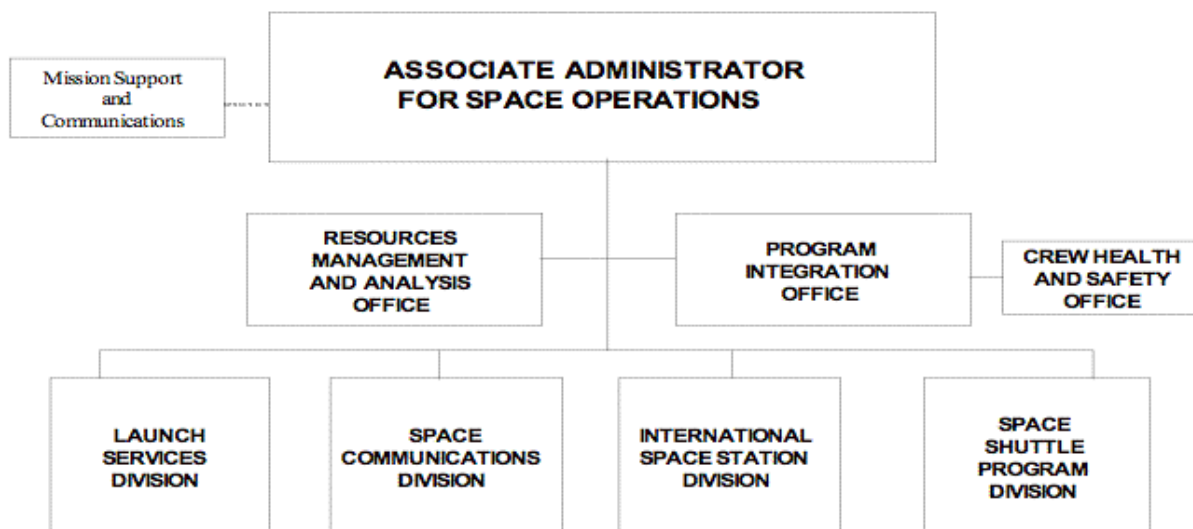
4.3.3.2 The ISS and Space Shuttle program implementation is executed by the Program Managers reporting to the Associate Administrator for SOMD and is performed primarily at JSC, KSC, MSFC, and SSC. The Launch Services Program implementation is executed by the Program Manager reporting to the Headquarters Assistant Associate Administrator for Launch Services and is performed primarily at KSC with support from MSFC, SSC, and other Centers as warranted. The Space Communications program implementation is executed by Project Managers reporting to Program Executives in the relevant Mission Directorates at NASA Headquarters who manage the Space Network, Ground Network, Deep Space Network, and the NASA Integrated Services Network. The work is performed primarily at GSFC, JPL, and MSFC. Overall management of these networks is conducted by the Space Communications Coordination and Integration Board, which is chaired by the Assistant Associate Administrator for Space Communications.

4.3.3.3 Serves as the Agency spectrum manager in accordance with NPD 2570.5D.

4.3.4 LINE OF SUCCESSION. In the following order: Deputy Associate Administrator for Space Operations, Deputy Associate Administrator for Program Integration, and Assistant Associate Administrator for Space Communications.

Change 25...July 6, 2006

### SPACE OPERATIONS MISSION DIRECTORATE



Change 16 ...January 30, 2006

## 4.4 SCIENCE MISSION DIRECTORATE

4.4.1 MISSION. The Science Mission Directorate (SMD) carries out the scientific exploration of Earth and space to expand the frontiers of Earth science, heliophysics, planetary science, and astrophysics. Through a variety of robotic observatory and explorer craft and through sponsored research, the Directorate provides virtual human access to the farthest reaches of space and time, as well as practical information about changes on our home planet.

4.4.2 RESPONSIBILITIES. All NASA Mission Directorate Associate Administrators report to the NASA Associate

Administrator and are responsible for managing program portfolios at the theme level and setting priorities and strategies for achieving mission area objectives. As such, they own the budgets, schedules, and top-level requirements for the Agency's programs. Flight programs and projects are selected by Mission Directorate Associate Administrators and are delegated to the Centers to execute.

#### 4.4.2.1 The Associate Administrator for Science Mission Directorate:

- a. Engages the external and internal science community via the National Research Council and science advisory groups to define and prioritize science questions that NASA should pursue in light of its Vision for Space Exploration (VSE) and mission.
- b. Provides scientific results and priorities to enable and help guide NASA's VSE and exploit VSE capabilities for scientific discovery where appropriate.
- c. Develops a Mission Directorate Implementation Plan designed to execute the strategic goals/objectives outlined in the NASA Strategic Plan.
- d. Oversees the formulation and definition of programmatic requirements, objectives, and performance goals.
- e. Sponsors research by academia, NASA Centers, other Federal research centers, industry, and others selected through open, competitive solicitations.
- f. Develops and/or leverages advanced technologies to meet science mission requirements and enable new scientific endeavors.
- g. Manages the development of the SMD budget to support programmatic requirements and objectives and allocates resources in support of programs and projects.
- h. Conducts regular reviews of program and project performance, evaluating the current and projected status against the established requirements, objectives, and performance goals.
- i. Oversees SMD reporting as required by Congress, OMB, and other external bodies.
- j. Coordinates SMD's planning, policies, and programs with other NASA Mission Directorates, Government agencies, industry, international participants, and academia.
- k. Coordinates all international partnership arrangements with the Office of External Relations.
- l. Extends the benefits of NASA science, technology, and information to the Nation through partnerships with other Federal agencies and selected other organizations relied upon by decision-makers and citizens.
- m. Represents NASA and SMD in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.
- n. Ensures that data and information from NASA science missions are openly available and accessible in a timely and affordable manner.
- o. Conducts educational and public outreach programs to enhance the Nation's return on its investment in NASA.
- p. Provides overall institutional management, policy programmatic oversight, and performance evaluation for the Directorate.

#### 4.4.3 SPECIAL RELATIONSHIPS.

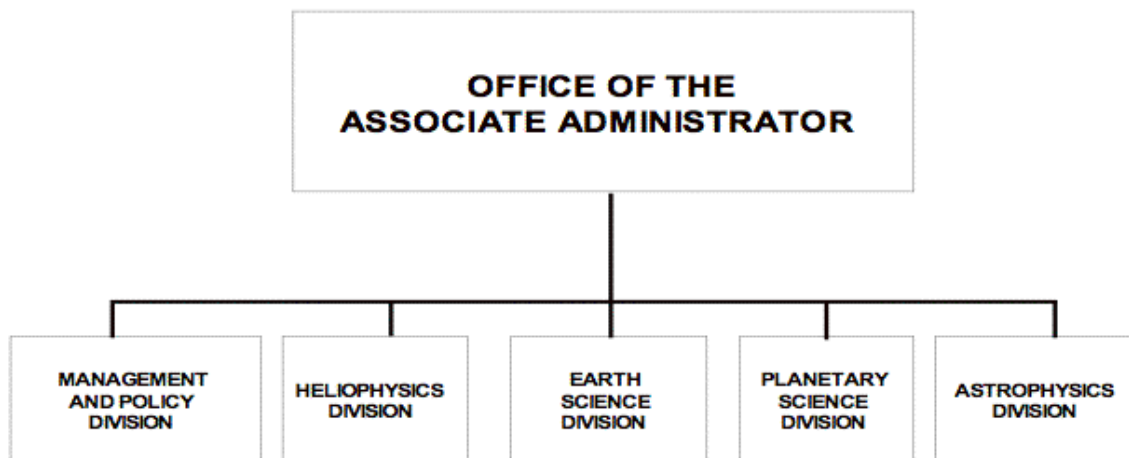
4.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.4.4 LINE OF SUCCESSION. In the following order: Deputy Associate Administrator, Deputy Associate Administrator for Programs, Deputy Associate Administrator for Technology, and Chief Scientist.

Change 25...July 6, 2006



## Science Mission Directorate



**Change 16 ...January 30, 2006**

## 4.5 AERONAUTICS RESEARCH MISSION DIRECTORATE

**4.5.1 MISSION.** The Aeronautics Research Mission Directorate (ARMD) conducts research and technology activities to develop the knowledge, tools, and technologies to support the development of future air and space vehicles and to support the transformation of the Nation's air transportation system. ARMD's programs focus on cutting-edge, fundamental research in traditional aeronautical disciplines, as well as emerging fields with promising applications to aeronautics.

**4.5.2 RESPONSIBILITIES.** All NASA Mission Directorate Associate Administrators report to the NASA Associate Administrator and are responsible for managing program portfolios at the theme level and setting priorities and strategies for achieving mission area objectives. As such, they own the budgets, schedules, and top-level requirements for the Agency's programs. Programs and projects are selected by Mission Directorate Associate Administrators and are delegated to the Centers to execute.

**4.5.2.1 The Associate Administrator for Aeronautics Research Mission Directorate:**

- a. Invests in research for the long term in areas that are appropriate to NASA's unique capabilities and that meet our charter of addressing national needs and benefiting the public good.
- b. Develops a Mission Directorate Implementation Plan designed to execute the strategic goals/objectives outlined in the NASA Strategic Plan.
- c. Oversees the formulation and definition of programmatic requirements, objectives, and performance goals.
- d. Manages the development of the ARMD budget to support programmatic requirements and objectives and allocates resources in support of programs and projects.
- e. Conducts regular reviews of program and project performance, evaluating the current and projected status against the established requirements, objectives, and performance goals.
- f. Oversees ARMD reporting as required by Congress, OMB, and other external bodies.
- g. Coordinates ARMD's planning, policies, and programs with other NASA Mission Directorates, Government agencies, industry, international participants, and academia.

h. Represents NASA and ARMD in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning Agency activities.

i. Coordinates all international partnership arrangements with the Office of External Relations.

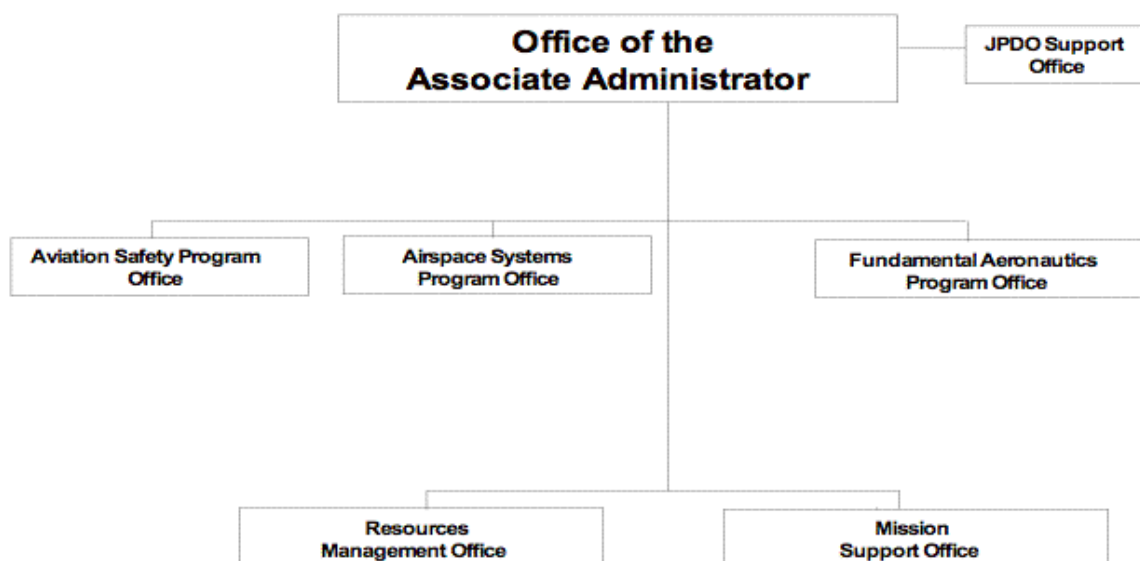
#### 4.5.3 SPECIAL RELATIONSHIP.

4.5.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.5.4 LINE OF SUCCESSION. Deputy Associate Administrator.

Change 25...July 6, 2006

### **Aeronautics Research Mission Directorate**



Change 16 ...January 30, 2006

## **4.6 OFFICE OF SAFETY AND MISSION ASSURANCE**

4.6.1 MISSION. The Office of Safety and Mission Assurance is a mission support office that provides policy direction, functional oversight, and assessment for all Agency safety, reliability, maintainability, and quality engineering and assurance activities and serves as a principal advisory resource for the Administrator and other senior officials on matters pertaining to safety and mission success.

#### 4.6.2 RESPONSIBILITIES.

4.6.2.1 The Chief, Safety and Mission Assurance reports to the Administrator through the Associate Administrator and advises the Administrator on matters related to risk, safety, and mission success.

4.6.2.2 The Chief, Safety and Mission Assurance is responsible for the following:

- a. Developing strategies, policies, procedures, guidelines, and standards for safety, reliability, maintainability, and quality engineering and assurance (hereinafter abbreviated as safety and mission assurance (SMA) requirements).
- b. Ensuring the incorporation of SMA requirements into NASA programs and institutions.
- c. Overseeing and assessing the application of SMA tools, knowledge, techniques, and practices (including risk management as applied to safety and mission success) throughout the program/project life cycle.

d. Verifying the effectiveness of SMA requirements, activities, and processes.

e. Providing input to the Mission Support Implementation Plan that describes the organization's goals, objectives, performance metrics, budget, and alignment of goals with overall Agency objectives.

4.6.2.3 In fulfillment of the authority vested by the Administrator, the Chief, Safety and Mission Assurance is authorized to:

a. Suspend any operation or project activity that presents an unacceptable risk to personnel, property, or mission success and provide guidance for corrective action.

b. Ensure that adequate levels of both programmatic and institutional resources are applied to SMA functions.

c. Concurrently with Center Directors and Mission Directorate Associate Administrators, approve the assignment and relief of key Agency SMA leaders and assess their performance. Provide a written evaluation of key Agency SMA leaders which shall be attached to each individual's annual performance appraisal.

d. Advise NASA leadership on significant SMA issues including guidance for corrective action.

e. Oversee the prompt investigation and closure for NASA mishap findings and recommendations.

f. Advocate and represent the NASA SMA programs and community to other U.S. Government organizations, industry, academia, and international participants.

#### 4.6.3 SPECIAL RELATIONSHIPS.

4.6.3.1 The Chief, Safety and Mission Assurance serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

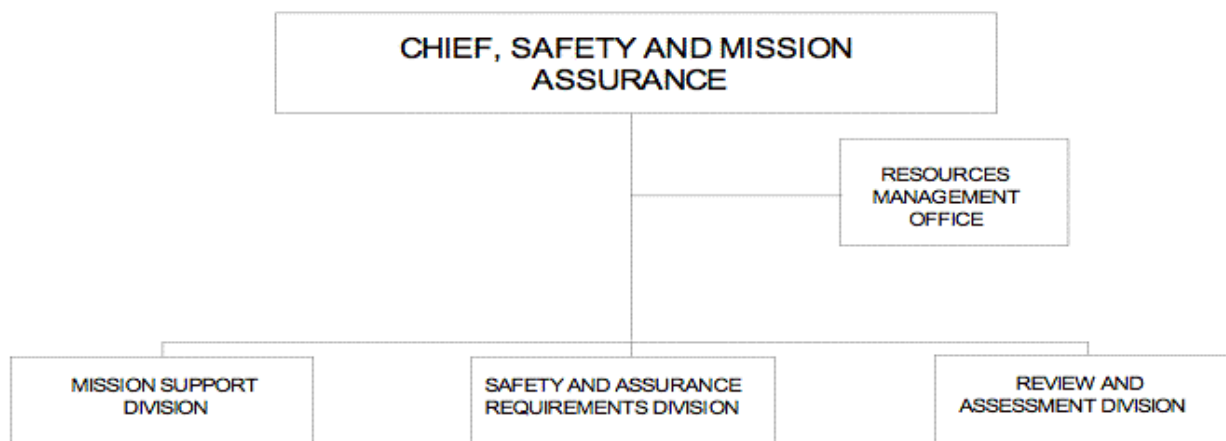
4.6.3.2 The Chief, Safety and Mission Assurance provides safety direction for the NASA Engineering and Safety Center in coordination with the Chief Engineer.

4.6.3.3 The Chief, Safety and Mission Assurance establishes program direction and budget for both the NASA Independent Verification and Validation Facility and , , th , e Assurance Technology Center.

4.6.4 LINE OF SUCCESSION. In the following order: Deputy Chief, Safety and Mission Assurance; Director, Safety and Assurance Requirements Division; Director, Mission Support Division; and Director, Review and Assessment Division.

Change 25...July 6, 2006

## OFFICE OF SAFETY AND MISSION ASSURANCE



Change 16 ...January 30, 2006

## 4.7 OFFICE OF PROGRAM ANALYSIS AND EVALUATION

**4.7.1 MISSION.** The Office of Program Analysis and Evaluation (PA&E) is a staff office supporting the Administrator, Deputy Administrator, and Associate Administrator. PA&E serves as an independent assessment organization that provides objective, transparent, and multidisciplinary analysis of programs to inform strategic decision-making.

**4.7.2 RESPONSIBILITIES.** The Associate Administrator for Program Analysis and Evaluation reports to the NASA Associate Administrator and is responsible for:

- a. Integrating NASA's mission, Strategic Plan, budget, and performance plan to ensure alignment with the Vision for Space Exploration, NASA's strategic goals, Agency programs, and institutional requirements.
- b. Performing studies and assessments of specific issues of strategic importance to the Agency.
- c. Analyzing the technical, programmatic, and institutional investment options available to the Agency in support of Administration policies and Congressional legislation.
- d. Evaluating mission-related programs and projects to ensure cost effectiveness, quality, performance, and strategic alignment.
- e. Developing alternatives to resource planning and programming recommended by the Mission Directorates and the Office of Institutions and Management (OI&M), as required, and capturing and publishing all program and policy decisions rendered by the Agency's leadership during program and budget deliberations.
- f. Providing independent cost estimates in support of Agency program approvals and evaluations and establishing standards for cost analysis Agency-wide.
- g. In coordination with the OCFO, ensuring that budget formulation and execution are consistent with the Agency's strategic investment decisions. As such, PA&E will serve as the authoritative source for Agency programmatic and institutional strategic requirements.
- h. Leading the NASA strategic planning process through the development, coordination, and publication of the Agency's Strategic Plan.
- i. Monitoring changes in U.S. industrial base and domestic capabilities and policies and refining NASA's strategic

investment posture, accordingly, to ensure that NASA programs can be implemented with appropriate levels of confidence.

j. Coordinating annual performance plans and reports in accordance with the Government Performance and Results Act (GPRA) of 1993 (Public Law 103-62), as amended.

k. Continually assessing NASA's readiness to fulfill its strategic commitments through multiple indicators and mechanisms.

l. Leading the Agency's efforts to improve management and deliver results in one of the Government-wide pursuits of the President's Management Agenda--Budget and Performance Integration.

m. Leading the Agency's efforts to improve management and deliver results in one of the Agency-specific pursuits of the President's Management Agenda--R&D Investment Criteria.

n. Chairing the NASA Interface Committee to Red Planet Capital, Inc.

o. Providing input to the Mission Support Implementation Plan that describes the organization's goals, objectives, performance metrics, budget, and alignment of goals with overall Agency objectives.

4.7.3 SPECIAL RELATIONSHIPS. Serves as a member of and the executive secretary for NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.7.4 LINE OF SUCCESSION. In the following order: Deputy Associate Administrator; Director, Strategic Investments Division; and Director, Studies and Analysis Division.

Change 25...July 6, 2006

## **OFFICE OF PROGRAM ANALYSIS AND EVALUATION (PA&E)**



Change 16 ...January 30, 2006

## **4.8 Office of the Chief Financial Officer (CFO)**

4.8.1 MISSION. This Mission Support Office, established in accordance with the Chief Financial Officer's Act of 1990 (Public Law 101-576), provides professional leadership for the planning, analysis, justification, procurement, control, and reporting of all Agency fiscal resources and for Agency strategic management and planning, and performance measurement. The Office also supports NASA's Small and Disadvantaged Business Utilization efforts.

4.8.2 RESPONSIBILITIES. The CFO is responsible for the following:

4.8.2.1 Provides for the oversight and financial management of Agency resources relating to programs and operations, ensuring strategic alignment with Agency vision and mission, including all resources aspects of the planning, programming, and budgeting process.

4.8.2.2 Reviews, assesses, and validates Agency resources requirements and requests on the basis of strategic alignment, priorities, quality, and performance, including recommendations to the Administrator for fiscal resources approvals and authorizations.

4.8.2.3 Establishes standards for and ensures performance of economic and cost analyses for Agency assessments of ongoing and proposed programs and program alternatives.

4.8.2.4 Develops and maintains an integrated Agency planning, budgeting, performance reporting, accounting, and financial management system, including financial reporting and financial management internal controls.

4.8.2.5 Monitors the financial execution of the Agency budget in relation to actual expenditures, monitors quality and performance of ongoing activities, analyzes ongoing activities to proactively identify potential performance problems, and prepares and submits timely financial and performance reports to the Administrator.

4.8.2.6 Prepares and transmits an annual financial statement and budget information to the Administrator, the Director of the Office of Management and Budget (OMB), the Congressional Committees of Jurisdiction, and other authorities who review NASA's financial matters.

4.8.2.7 Works with the Comptroller General and administration officials to facilitate financial management improvements consistent with the CFO Act.

4.8.2.8 Coordinates Annual Performance Plan and Performance Report in accordance with the Government Performance and Results Act (GPRA) of 1993 (Public Law 103-62), as amended.

4.8.2.9 Provides independent cost estimates in support of Agency program approvals and evaluations and establishes standards for cost analysis Agencywide.

4.8.2.10 Provides direct financial advice and support to Center Directors and Program Managers across all NASA operational units.

#### 4.8.3 SPECIAL RELATIONSHIPS.

4.8.3.1 As required by the CFO Act, the CFO is appointed by the President with the advice and consent of the Senate and has the following special relationships:

a. Makes recommendations to the Administrator on the selection and appointment of the Deputy CFO, Chief of Strategic Investments, Deputy Chief Acquisition Officer, and Director of Financial Management.

b. Directs, manages, and provides policy guidance and oversight of the Agency's financial management personnel, activities, and operations, including approval of key appointments, performance, and qualification standards, ratings, and staffing levels of the Agency's financial organizations.

c. Primary interface with the Congressional committees, especially appropriations, on issues dealing with budget and financial matters.

d. Works with the Office of Inspector General (OIG) to ensure timeliness of the financial statement audit required by the CFOs Act. Budgets for financial statement audit contracts when the OIG does not perform the audit.

4.8.3.2 The Director, Budget, Planning and Analysis located in the Office of the CFO, serves as the principal administrative official for Agency funds and resources, and directs, monitors, and approves the structure of budget formulation and execution, cost analysis, apportionments, and allotments.

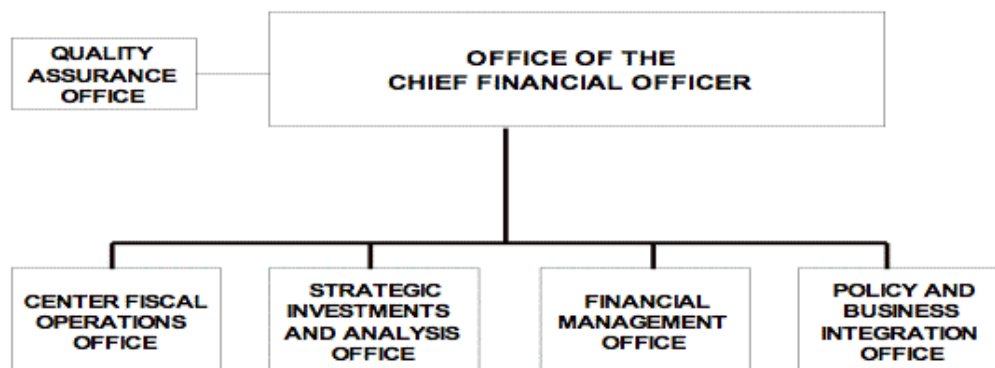
4.8.3.3 Serves as a member of the NASA Operations Council.

4.8.4 LINE OF SUCCESSION. In the following order: Deputy Chief Financial Officer, Deputy Chief Acquisition Officer, Director Center Fiscal Operations, and Chief of Strategic Investments.

Change 8...May 5, 2005



## OFFICE OF THE CHIEF FINANCIAL OFFICER



Change 6...April 19, 2005

## 4.9 Office of the Chief Information Officer

**4.9.1 MISSION.** The Office of the Chief Information Officer is responsible for demonstrating NASA leadership in the management of information and the use of information technologies by providing the NASA workforce with the information infrastructure and tools that adapt and evolve to effectively and securely support management, science, research, and technology programs. The Office of the CIO develops and implements unique and specialized information technology (IT) systems to support mission planning and operation and provides systems that disseminate information to the public and that preserve NASA's information assets.

**4.9.2 RESPONSIBILITIES.** The Chief Information Officer (CIO) is responsible for the following:

**4.9.2.1** Develop and implement the NASA Enterprise Architecture (EA) to serve as the framework for ensuring alignment of NASA's IT investments with mission and business needs.

**4.9.2.2** Lead the development of the IT Strategic plan and roadmap to guide the Agency's IT programs and establish policies, procedures, guidelines, and standards.

**4.9.2.3** Develop an IT capital planning process that is integrated with Agency processes for making budgetary, financial, and program management decisions.

**4.9.2.4** Establish effective and efficient investment control mechanisms for selecting, managing, operating, and evaluating the results and value of all NASA IT investments.

**4.9.2.5** Serve as advisor to the NASA leadership and management on IT strategic direction, as well as planning, acquisition, and management of information resources.

**4.9.2.6** Manage NASA's IT systems as a joint responsibility with the Mission Directorates and Mission Support Offices. The Mission Directorates and Mission Support Offices have responsibility for the applications, while the CIO has responsibility for ensuring alignment of those applications with the NASA Enterprise Architecture (EA) and for all aspects of the IT infrastructure in which those applications reside.

**4.9.2.7** Ensure security of all NASA's information assets by establishing and enforcing Agencywide IT security policies, protocols, and procedures.

4.9.2.8 Ensure all Agency IT systems are compliant with Agency and Federal architecture, policies, and standards.

4.9.2.9 Identify IT systems investments that would result in shared benefits or costs for other Federal agencies or state or local governments.

4.9.2.10 Manage all E-Government initiatives for the Agency.

4.9.2.11 Ensure consistency of approach, including appropriate collaboration, centralization, and/or elimination of duplicative functions, in order to support the most efficient and effective provision of IT services to the Agency as a whole.

4.9.2.12 Provide for governance of IT by developing appropriate policies, procedural requirements, standards, and performance measures.

#### 4.9.3 SPECIAL RELATIONSHIPS

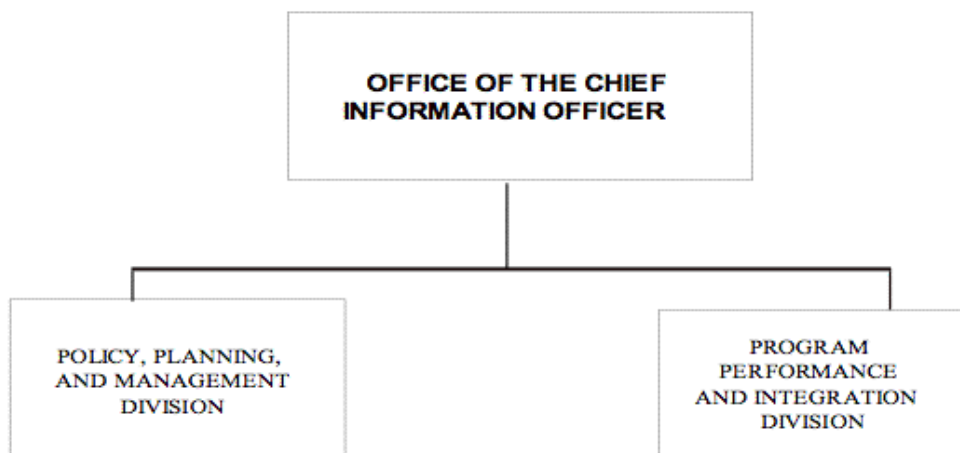
4.9.3.1 Works in cooperation with the Chief Financial Officer to develop a full and accurate accounting of IT expenditures, related expenses, and results.

4.9.3.2 Serves as a member of the NASA Operations Council.

4.9.4 LINE OF SUCCESSION In the following order: Deputy CIO; Deputy CIO for Information Technology Security; and Chief Technology Officer.

Change 9...May 18, 2005

### **Office of the Chief Information Officer**



Change 21...April 6, 2006

## **4.10 OFFICE OF THE CHIEF ENGINEER**

4.10.1 MISSION. The Office of the Chief Engineer provides policy direction, oversight, and assessment for NASA engineering and program/project management. Serves as the principal advisor to the Administrator and other senior officials on matters pertaining to technical readiness in execution of NASA programs and projects. Also responsible for Agency-level standards and policies as applied to engineering and program management.

4.10.2 RESPONSIBILITIES.



The Chief Engineer reports to the NASA Associate Administrator and is responsible for:

- a. Providing leadership, policy direction, functional oversight, assessment, and coordination for two major, closely related areas:
  - (1) Engineering and related technical disciplines, including systems engineering and technical integration.
  - (2) Program and project management, including earned value management and program integration.
- b. Serving as the principal advisor to the Administrator on matters pertaining to technical readiness of NASA programs and projects.
- c. Assessing the adequacy, quality, and effectiveness of engineering work and program/project management Agency-wide and recommending or directing improvements in these areas where appropriate.
- d. Coordinating the application of technical and financial resources to support engineering work, including lessons learned, technical standards, trend evaluation, access to technical information, technical support for specific disciplines and problems, and coordination among engineering work groups.
- e. Providing leadership to define the tools, processes, facilities, and fiscal resources needed to improve the Agency's technical excellence.
- f. Oversight of the NASA Engineering and Safety Center (NESC).
- g. Establishing and maintaining Agency-wide processes, technical standards, requirements, and policies for the conduct of discipline-area engineering and systems engineering. This shall include evaluating the implementation by the Centers and program/project management.
- h. Establishing and maintaining the Agency-wide process and requirements for program and project management. This includes maintenance and update of NPR 7120.5, NASA Program and Project Management Processes and Requirements.
- i. Providing leadership of and policy for the Agency's engineering and program/project management training conducted through NASA's Academy of Program, Project, and Engineering Leadership.
- j. Implementing and managing Agency-wide mandatory curriculum for program/project managers, system engineers, and discipline engineers. This shall include providing and managing mandatory curriculum at NASA Centers. The Office of the Chief Engineer shall work with the Associate Administrator to ensure proper alignment of curriculum with needed competencies for the future of NASA.
- k. Coordinating with the Office of Human Capital Management to ensure new hiring policies and core competencies are in line with the future technical and program/project management needs for the Agency.
- l. Conducting and integrating periodic and ad hoc programmatic and technical assessments of programs and projects.
- m. Providing leadership and oversight for the Agency's Inventions and Contributions Board.
- n. Serving as the Agency Independent Technical Authority, delegating this authority through the issuance of technical warrants.
- o. Providing input to the Mission Support Implementation Plan that describes the organization's goals, objectives, performance metrics, budget, and alignment of goals with overall Agency objectives.
- p. Ensuring statutory, regulatory, and fiduciary compliance.
- q. Serving as a liaison to external organizations performing similar functions and stakeholders who establish Government-wide policies and requirements.
- r. Overseeing reporting as required by Congress, OMB, and other external bodies.

#### 4.10.3 SPECIAL RELATIONSHIPS.

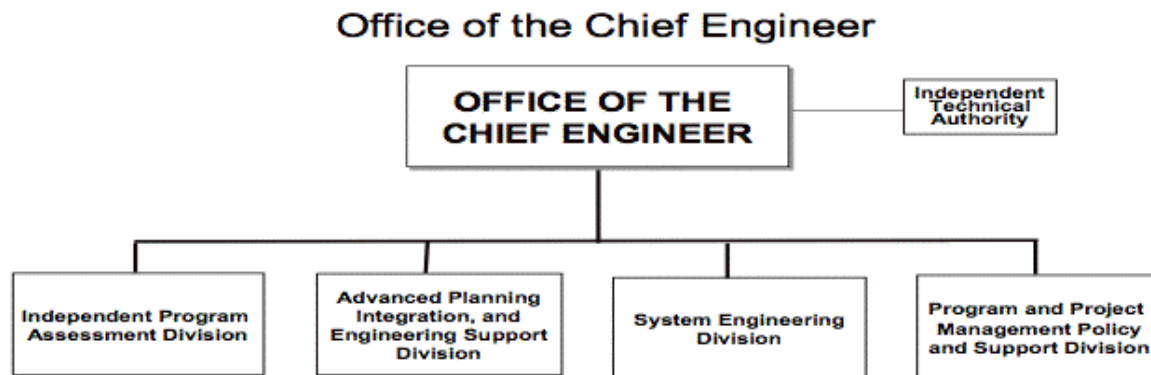
4.10.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.10.3.2 In addition, the Chief Engineer provides policy direction to and oversight of the:

- a. Systems Management Offices (SMO) at the Centers, and in conjunction with the Center Directors, assigns review topics for specific SMOs.
- b. Chief Engineers, Engineering Directors, and associated engineering organizations within Mission Directorates and Centers, and through them, within Programs and Projects.
- c. Engineering Management Board for engineering infrastructure and practices.

4.10.4 LINE OF SUCCESSION. In the following order: Deputy Chief Engineer, Deputy for Management.

Change 25...July 6, 2006



## 4.11 Office of Institutions and Management

4.11.1 MISSION. Provides effective and efficient institutional support to enable the Agency to successfully accomplish its missions. This Mission Support Office focuses on improving processes, stimulating efficiency, and providing consistency and uniformity across institutional capabilities and services.

4.11.2 RESPONSIBILITIES. The Associate Administrator for Institutions and Management is responsible for:

4.11.2.1 Managing the functional areas of Human Capital Management; Infrastructure and Administration; Diversity and Equal Opportunity; Security and Program Protection; Institutional Planning and Investment; and the NASA Shared Services Center.

4.11.2.2 Ensuring personnel competencies and facility capabilities required to meet NASA's strategic needs are provided.

4.11.2.3 Conducting workforce planning, analysis, forecasting, and competency management; managing the allocation of civil service workyears; and managing the process by which budgets are formulated and executed in the area of civil service salaries, benefits, and official travel.

4.11.2.4 Establishing Agencywide policies, programs, and activities directed toward acquiring, retaining, and managing the performance of a high quality civil service workforce and toward developing NASA's civil service workforce skills and competencies, including leadership development and succession planning

4.11.2.5 Managing the development of a Strategic Institutional Investment Plan and associated funding strategies for approval by the Strategic Planning Council.

4.11.2.6 Leading the assessment, analysis, and preparation for decision-making matters to be considered by the NASA Operations Council.

4.11.2.7 Providing Oversight over Corporate G&A process and establishing consistency across the Centers in Center G&A, service pools, and civil service workforce to maintain institutional capability.

4.11.2.8 The Assistant Administrator for the Office of Diversity and Equal Opportunity, pursuant to 29 C.F.R. Section 1614.102, maintains a special reporting relationship to the Deputy Administrator, and:

- a. Serves as the Senior Advisor on diversity and equal employment opportunity for NASA.
- b. Provides technical assistance and advocacy to ensure an open and inclusive workplace.
- c. Ensures the development of Diversity/EO policy, effective implementation and planning, and a responsive oversight and evaluation process.
- d. Administers an effective and efficient complaints processing and Alternative Dispute Resolution (ADR) process.
- e. Enhances diversity recruitment and outreach initiatives.

4.11.2.9 Managing the development of an annual integrated mission support plan and approval process and providing an integrated projection of functional activities with associated cost and workload implications at Headquarters and across the Agency.

4.11.2.10 Ensuring integration and alignment of mission support activities in support of Agency strategic needs.

4.11.2.11 Establishing and managing a process by which selected senior Agency officials are evaluated.

4.11.2.12 Ensuring the protection of NASA personnel, information (classified national security information and sensitive but unclassified information), and physical assets through policy formulation, oversight, and coordination of security, counterintelligence, and counterterrorism functions.

4.11.2.13 Conducting liaison with other government agencies to share intelligence, coordinate investigations, and counter potential acts of espionage or terrorism against NASA assets.

4.11.2.14 Providing Agency central service for the operation of the Sensitive Compartmented Information program and for the security management of NASA Special Access Programs.

4.11.2.15 Providing central oversight for all national security information technology and communications systems within NASA.

4.11.2.16 Ensuring compliance with information technology security policy for unclassified systems and coordinate actions that ensure the protection of the Agency's cyber critical infrastructure assets.

4.11.2.17 Providing effective customer-focused operations support to Headquarters employees for Human Resources, Career Management, Information Technology, Facilities and Administrative Services, and Equal Opportunity and Diversity.

4.11.2.18 Providing Agencywide executive and functional leadership, technical expertise, policy, stewardship, oversight, guidance, coordination, and advocacy for Aircraft Management, Environmental and Energy Management, Facilities and Real Property Management, and Logistics and Fleet Management processes, functions, and activities.

4.11.2.19. Integrating analysis of Agency Management Processes, Systems, and Controls.

4.11.2.20 Providing Agency NASA Shared Services to:

- a. Provide timely, accurate, high quality, cost effective, and customer-focused support for selected NASA business and technical services;
- b. Process transactional work in the areas of IT, Financial Management, Procurement, and Human Resources for NASA in a timely, accurate, high quality, and efficient manner.
- c. Provide effective and consistent services for all employees and vendors by standardizing business processes and integrating systems and technology; and,
- d. Implement an organization that employs shared services leading practices in management and process development.

4.11.2.21 Serves as the NASA Senior Procurement Executive.

4.11.2.22 Prescribes policies, regulations, and procedures governing the conduct of all NASA procurement and financial assistance activities (excluding the Space Act) within the framework of national and Agency policies and

applicable laws and regulations.

4.11.2.23 Develops, publishes for public comment, and issues the Federal Acquisition Regulation in consonance with the Department of Defense and the General Services Administration.

4.11.2.24 Plans, coordinates, reviews, evaluates, and ensures the timeliness and effectiveness of the full spectrum of NASA procurement and financial assistance functions (grant and cooperative agreements).

4.11.2.25 Ensures effective NASA-wide performance of the procurement and financial assistance functions, including the development and implementation of initiatives. Accomplishes oversight through the self-assessment process, comprehensive Procurement Management Surveys, and special studies, as well as reviews, concurs, or approves various procurement/financial assistance documents.

4.11.2.26 Serves as ex officio member of all Source Evaluation Boards (SEB) in which the Administrator or Headquarters designee is the Source Selection Official (SSO) and attends the related SEB presentations as staff advisor to the SSO.

4.11.2.27 Maintains liaison and represents NASA on procurement and financial assistance functions with other NASA organizations, other Government agencies, foreign governments, industry, and nonprofit organizations and academia.

4.11.2.28 Establishes procurement regulatory coverage and guidance to support implementation of socioeconomic programs and policies in Agency acquisition laws and regulations.

4.11.2.29 The Assistant Administrator for Small and Disadvantaged Business Utilization, pursuant to Section 15(K) of the Small Business Act, maintains a special reporting relationship to the Deputy Administrator, and:

- a. Serves as the senior NASA advocate for small and disadvantaged business utilization.
- b. Develops and advises management on policies and procedures for the Agencywide implementation of applicable laws and regulations pertaining to small and disadvantaged business utilization.
- c. Negotiates Agency annual socioeconomic goals with the Small Business Administration (SBA).
- d. Oversees Agency compliance with Federal legislation requiring specific percentage goals of NASA contract dollars to small and disadvantaged businesses.

#### 4.11.3 SPECIAL RELATIONSHIPS.

4.11.3.1 The Associate Administrator represents the assigned functional support offices on the NASA Operations Council.

4.11.3.2 Serves as a member of the Strategic Planning Council.

4.11.3.3 The Associate Administrator chairs the Institutional Committee.

4.11.3.4 The Assistant Administrator for Human Capital Management, within the Office of Institutions and Management, also serves as the Agency's designated Chief Human Capital Officer (CHCO) and advises and assists the Administrator as defined in the Chief Human Capital Officers Act of 2002. This includes representing NASA on the Chief Human Capital Officers Council, chaired by the Director of the Office of Personnel Management.

4.11.4 LINE OF SUCCESSION. In the following order: Assistant Administrator for Human Capital Management and Assistant Administrator for Infrastructure and Administration.

4.11.5 The Chief Health and Medical Officer serves as advisor to both the Administrator and the Deputy Administrator, through the Associate Administrator for Institutions and Management, on health and medical requirements and matters to ensure the mental and physical health and well-being of the NASA workforce in all environments. The Chief Health and Medical Officer has the responsibility for providing independent oversight authority for health care delivery, assurance of professional competency, quality and consistency of health care services Agency wide, and for assuring the safe and ethical execution of research involving human and animal subjects.

The Chief Health and Medical Officer is responsible for leadership, policy, procedures, and guidelines, and has authority for functional oversight of all health and medical matters, including:

- a. Providing independent review of health care delivery, assurance of professional competency, and quality and consistency of health care services Agencywide.
- b. Formulating health care and medical policies for, and providing oversight of, activities related to crew health and

medical operations for exploration in and beyond low-Earth orbit.

c. Establishing medical and human health-related standards, and appropriate levels of medical care, for all NASA activities; and developing and implementing processes for approving these standards.

d. Reviewing all human health related plans and requirements for compliance with established medical and health-related standards and practices, and working with , Mission Di , , rectorates to develop and establish the approval processes.

e. Reviewing and approving medical requirements and research products as ready for operational implementation through the established Transition to Medical Practice process.

f. Reviewing and approving human health-related research requirements and research deliverables in support of NASA exploration missions, and assuring the safe and ethical execution of research involving human and animal subjects.

g. Consulting with the Mission Directorates as appropriate regarding selection of research and development projects relative to human health and medical matters.

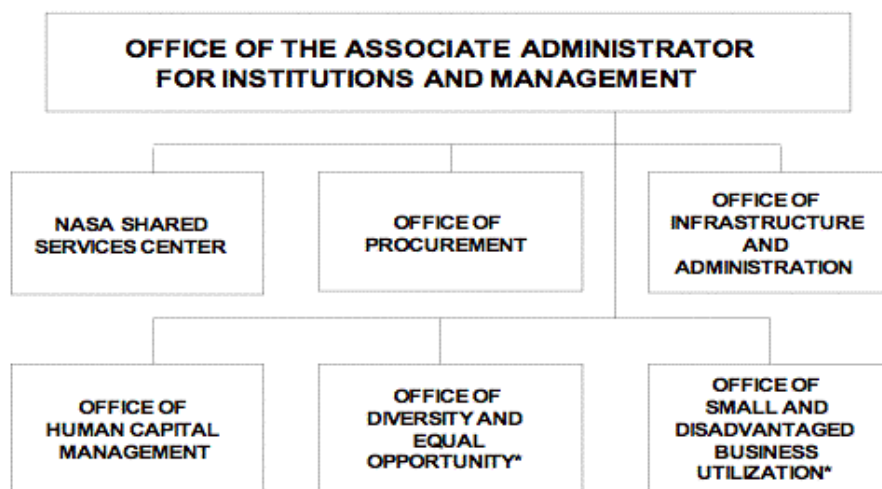
h. Serving as the Agency Independent Technical Authority for all health and medical requirements and matters, delegating this authority through the issuance of technical warrants as outlined in relevant policy directives and procedural requirements.

i. Ensuring coordination with the Office of External Relations when health and medical matters have implications for international partners or NASA's international activities.

j. Coordinating OCHMO planning, policies, and programs with other NASA organizations, other Government agencies, industry, international participants, and academia.

Change 12...July 29, 2005

## OFFICE OF INSTITUTIONS AND MANAGEMENT



\* In accordance with law, the offices of Diversity and Equal Opportunity and Small and Disadvantaged Business Utilization maintain reporting relationships to the Deputy Administrator and Administrator.

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Change 21...April 6, 2006

## 4.12 Office of the General Counsel

4.12.1 MISSION. The Office of the General Counsel establishes Agencywide legal policy, provides legal advice, assistance, and Agencywide functional guidance, assures the quality of all legal actions and activities Agencywide,



ensures consistency of approach, eliminates duplication of functional support activities through collaboration, centralization, and/or consolidation of functions between and within Headquarters and the Centers, determines the appropriate staffing complement for the Center Chief Counsel Offices, and performs other assigned or inherent functions directed by the NASA Administrator and Deputy Administrator.

4.12.2 RESPONSIBILITIES. The General Counsel is responsible for the following:

4.12.2.1 Providing legal services related to all aspects of NASA activities and rendering opinions on legal issues arising within or referred to NASA, including interpretation and consistent application of NASA policy, applicable statutes, regulations, or other authorities, and maintaining functional cognizance over all such legal services rendered Agencywide.

4.12.2.2 Administering the NASA intellectual property law program, including retention of the authority to exercise all powers relating to the right of proprietorship or other legal rights.

4.12.2.3 Administering the NASA Ethics Program, including serving as the Designated Agency Ethics Official, and exercising administrative control over the Agencywide Ethics Team.

4.12.2.4 Preparing the NASA legislative program and NASA-proposed Executive Orders.

4.12.2.5 Serving as the NASA liaison with the Department of Justice (except contacts premised on the Inspector General Act).

4.12.2.6 Serving as the NASA liaison with the Executive Office of the President concerning Executive Orders.

4.12.2.7. Assigning legal counsel to represent NASA interests in all judicial or administrative proceedings.

4.12.2.8 Providing legal representation for NASA in all negotiations, including those involving foreign governmental or non-governmental participation and formal regulatory processes.

4.12.2.9 Investigating, analyzing, determining, settling, or adjudicating administratively all claims or demands against NASA for personal injury or death and/or damage to or loss of property.

4.12.2.10 Executing releases, as appropriate, from liability for any demands asserted administratively by or against NASA.

4.12.2.11 Accepting service of process of all papers in official legal proceedings served upon NASA and executing Certificates of Full Faith and Credit on behalf of NASA.

4.12.2.12 Reviewing and determining the legal sufficiency all NASA regulations, directives, and internal instructions.

4.12.2.13 Determining the appropriate staffing complement for the Center Chief Counsel Offices and other legal community offices Agencywide.

4.12.2.14 Concurrently reviewing hiring/appointment, any disciplinary action concerning, retention or firing, and evaluation of the senior functional officer (generally the Chief Counsel) Agencywide.

4.12.2.15 Assuring the quality and sufficiency of legal advice provided to NASA Agencywide.

4.12.2.16 Assuring consistency of approach, including appropriate collaboration, centralization, and/or elimination of duplicative functions in order to support the most efficient and effective provision of legal services to the Agency as a whole.

4.12.2.17 Developing and maintaining an effective and efficient system of information-sharing to enable Agencywide access to legal research, opinions, and issue resolutions.

4.12.2.18 Developing a consistent approach to recruitment, training, and retention of professional and support staff to accomplish current and projected future missions.

4.12.2.19 Ensuring concurrence from the Mission Associate Administrator prior to the imposition of any requirements or policy upon the Centers that will have a significant money or time impact on the resources of the Center or the Mission Directorate.

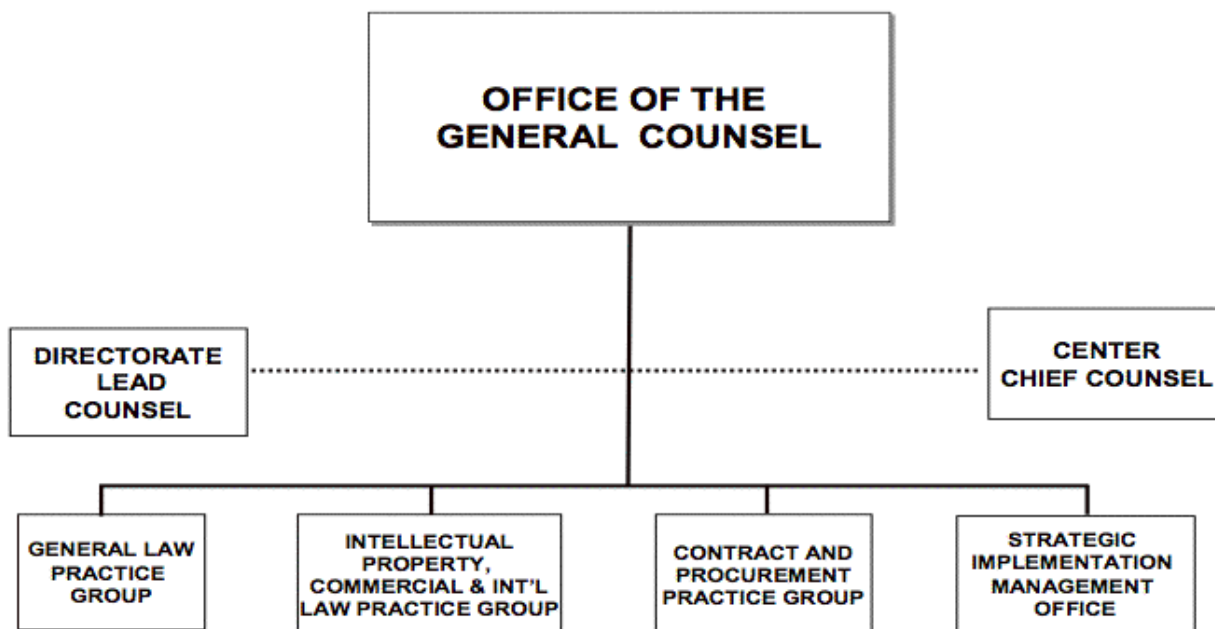
4.12.2.20 Serves as a member of the NASA Operations Council.

4.12.3 SPECIAL RELATIONSHIPS.

The General Council assigns experienced senior attorneys from both NASA Headquarters and participating Center Chief Counsel Offices to career development positions for periods of 12-18 months to selection Mission Directorates (and possibly Mission Support Offices upon specific request and by specific agreement between the Mission Support Office and the General Counsel) as Directorate Lead Counsel (DLC). DLC's are tasked to provide full-time, on-scene support at the Associate Administrator level to ensure legal situational awareness on the part of the Associate Administrator and his or her senior staff and to coordinate matters of importance to the Directorate with both Center Chief Counsel Offices and the Office of the General Counsel.

4.12.3 LINE OF SUCCESSION. In the following order: Deputy General Counsel; Deputy General Counsel (Administration and Management); Associate General Counsel (Contracts and Procurement Practice Group); Associate General Counsel (General Law Practice Group); and Associate General Counsel (Intellectual Property, Commercial and International Law Practice Group).

## OFFICE OF THE GENERAL COUNSEL



## 4.13 Chief of Strategic Communications

4.13.1 MISSION. The Chief of Strategic Communications works to build a national consensus that supports the NASA Vision and Mission through effective communications with all constituencies by ensuring synergy and strategic focus between and among the Offices of Public Affairs, Legislative Affairs, External Relations, and Education. For matters of strategic communications, the Assistant Administrators for the Offices of Public Affairs, Legislative Affairs, and External Relations, and the Chief Education Officer each reports to the Administrator through the Deputy Administrator via the Chief of Strategic Communications. Each Office similarly maintains liaison with all other Officials-in-Charge of Headquarters Offices and Center Directors.

4.13.2 RESPONSIBILITIES. The Chief of Strategic Communications reports to the Administrator through the Deputy Administrator and is responsible for the following:

a. Developing a strategic communications approach for guiding the activities of the Offices of Public Affairs, Legislative Affairs, External Relations, and Education:

- (1) Designing and implementing strategies and tactics that support the transformation process;
- (2) Building and managing the NASA brand;
- (3) Securing consulting support and reporting, as required;

- (4) Providing standards for outreach activities and products;
  - (5) Developing ability/flexibility to serve up timely strategic guidance;
  - (6) Developing agency-wide internal communications policies and instruments.
- b. Assuring the quality of strategic communication activities and achieving consistency of approach, where appropriate, across the agency.
- c. Assuring that the development of written annual functional leadership plans for the Offices of Public Affairs, Legislative Affairs, External Relations, and Education support the strategic communications plan of NASA, are both strategic and operational in nature, and work synergistically and harmoniously across functional support offices, Mission Directorates, and Centers.
- d. Holding the Offices of Public Affairs, Legislative Affairs, External Relations, and Education accountable for the strategic communication elements of the annual functional leadership plans.
- e. Reviewing and approving, prior to imposition, any mandates initiated by the Offices of Public Affairs, Legislative Affairs, External Relations, or Education that have significant strategic communication impact on Mission Directorates, Centers or other functional support offices.

#### 4.13.2.1 OFFICE OF PUBLIC AFFAIRS

4.13.2.1.1 MISSION. This Functional Support Office provides for the widest practicable and appropriate dissemination of information to news media and the general public concerning the objectives, methods, and results of NASA programs.

4.13.2.1.2 RESPONSIBILITIES. The Assistant Administrator for Public Affairs is responsible for the following:

- a. Serving as the principal advisor to the Administrator concerning day-to-day communications to, and relations with, the NASA team, the media and the general public.
  - b. Leading an Agencywide program to establish and maintain open and credible communications channels to the NASA team, the news media and the general public involving all NASA programs and Centers.
  - c. Determining the public affairs requirements for customized news and information products and services.
  - d. Adopting emerging technologies required for the dissemination of information.
  - e. Establishing NASA-wide policy and coordinating Agencywide public inquiries activities. The establishment of the Public Inquiries Management Office centralizes the Agency's management for responding to incoming public inquiries, regardless of the medium - paper mail, e-mail, and voice mail communications.
- 4.13.2.1.3 SPECIAL RELATIONSHIPS. The Assistant Administrator for Public Affairs assigns public affairs specialists to selected program offices to serve as collocated Public Affairs officers. These Public Affairs Officers work with the assigned Associate Administrators and their staffs, providing professional public affairs support. The Public Affairs Officers report to the Division Director for Program Operations and have direct access to the Assistant Administrator and Deputy Assistant Administrator for Public Affairs. The NASA Administrator's Press Officer reports directly to the Assistant Administrator for Public Affairs.

#### 4.13.2.2 OFFICE OF LEGISLATIVE AFFAIRS

4.13.2.2.1 MISSION. This Functional Support Office provides executive leadership, direction, and coordination of all communications and relationships, both legislative and non-legislative, between NASA and the U.S. Congress.

4.13.2.2.2 RESPONSIBILITIES. The Assistant Administrator for Legislative Affairs is responsible for the following:

- a. Serving as the principal advisor to the Administrator and providing consultation to NASA officials concerning all matters involving relations with the U.S. Congress and state government.
- b. Establishing and maintaining liaison with Members of Congress, their staff, and support organizations; the Executive Office of the President and other Departments and agencies; and State and local government offices on legislative matters.
- c. Arranging for representation by NASA at congressional hearings, investigations, and other legislative meetings affecting NASA; briefing officials representing NASA on the legislative aspects of their appearances; reviewing



statements and other materials to be presented to ensure that they reflect the Administration's and NASA management policies and objectives.

- d. Assisting Members of Congress and their staffs in securing appropriate information or assistance. Receiving, acknowledging, and replying to congressional inquiries and requests, coordinating such replies within NASA and with other agencies.
- e. Establishing and maintaining a legislative reference service to meet the needs of all Agency officials.
- f. Assuring compliance by NASA with congressional reporting requirements and coordinates the clearance of legislative matters proposed outside of NASA with other elements of the Executive Branch.

4.13.2.2.3 SPECIAL RELATIONSHIPS. The Assistant Administrator for Legislative Affairs assigns legislative affairs specialists to selected Mission Directorate offices and are aligned to focus on either Authorization or Appropriations. These Legislative Affairs Specialists work with the assigned Associate Administrators' and their staffs, providing professional legislative affairs support. The Legislative Affairs Specialists report to the relevant Legislative Affairs Division Director and have direct access to the Assistant Administrator and Deputy Assistant Administrator for Legislative Affairs.

#### 4.13.2.3 OFFICE OF EXTERNAL RELATIONS

4.13.2.3.1 MISSION. This Functional Support Office serves as the coordinator of all NASA international cooperative and reimbursable activities and partnerships; coordinates Agency-level policy interactions with U.S. executive branch departments and agencies; and is the principal Agency liaison with the National Security Council, the Office of Science and Technology Policy, the Department of State, and the Department of Defense.

4.13.2.3.2 RESPONSIBILITIES. The Assistant Administrator for External Relations is responsible for the following:

4.13.2.3.2.1 Directing NASA's international relations through the development, coordination, and implementation of Agency international policies, and the development, coordination, and negotiations of NASA international agreements.

- a. Serving as the principal advisor to the Administrator and providing consultation to NASA officials on matters involving external relations.
- b. Disseminating information on foreign aerospace-related developments of programmatic interest to other NASA offices.

4.13.2.3.2.2 Serving as the coordinator of Agency-level interaction with U.S. executive branch offices and agencies, assuring that the implementation of Agency programs is consistent with the U.S. Government domestic and foreign policies, and facilitating NASA participation in selected interagency forums.

4.13.2.3.2.3 Serving as the focal point for Agencywide Export Control Program and J-1 Visitor program and overseeing all NASA foreign travel.

4.13.2.3.2.4 Serving as the Agency focal point for advisory committees and Federal Government-wide commissions and advisory activities.

4.13.2.3.2.5 Managing the NASA History Division.

4.13.2.3.3 SPECIAL RELATIONSHIPS. Assistant Administrator for External Relations assigns international program specialists to selected Mission Directorates and are aligned to focus on specific countries. These International Program Specialists work with the assigned Associate Administrators' and their staffs, providing international relations support. The International Program Specialists report to the relevant External Relations Division Director and have direct access to the Assistant Administrator and Deputy Assistant Administrator for External Relations.

#### 4.13.2.4 CHIEF EDUCATION OFFICER

4.13.2.4.1 MISSION. The Chief Education Officer provides Agency leadership and programmatic oversight for NASA's external education programs. The Chief Education Officer has the responsibility to leverage NASA's unique mission content, facilities, and workforce to inspire the next generation of explorers, and to establish efforts to engage the public in shaping and sharing the experience of exploration and discovery.

4.13.2.4.2 RESPONSIBILITIES. The Chief Education Officer is responsible for the following:

4.13.2.4.2.1 Leading the development of an Education Strategy (including goals, objectives, and metrics) to guide the conduct of the Agency's external education programs and for monitoring and reporting progress against goals and

objectives. Establishing the Agency's Education Annual Performance Goals (APG).

4. 13.2.4.2.2 Presenting, advocating for, and leading programs, projects, and activities consistent with the Agency's strategic plan, policies, and education program priorities directed toward primary and secondary education students and educators; higher education students, faculty, and institutions; and, informal education institutions and organizations that serve students, educators, and the general public. The purpose is to inspire and motivate students to pursue careers in science, technology, engineering, and mathematics.

4. 13.2.4.2.3 Assuring compliance, in partnership and coordination with the Assistant Administrator for Diversity and Equal Opportunity, with all relevant Executive Orders such as those specific to the Agency's investments in Historically Black Colleges and Universities, Hispanic Serving Institutions, Tribal Colleges and Institutions, and Other Minority Institutions.

4. 13.2.4.2.4 Chairing the Agency's Education Program Management Council (EPMC) to insure consistency of program formulation and implementation across the Agency. The purpose of the Council is to assure a "One NASA" Education approach.

4. 13.2.4.2.5 Leading the process for development and execution of education budget requirements, including the budget approval process, managing corporate resource implementation, and monitoring financial performance.

4.13.2.4.2.6 Providing corporate communications and advocacy to education partners, the public, customers, and stakeholders.

4.13.2.4.2.7 Providing oversight of education investments from all Agency sources to assure investments conform to the Agency's education mission, goals, and priorities, and providing recommendations as appropriate to address deficiencies. Where Mission Directorate investments do not appear to conform to the overall education program objectives, the Chief Education Officer will bring concerns to the NASA Operations Council. The Council will make any decisions relating to the elimination of programs or the need for redistribution of funds.

4.7.2.8 Providing concurrence and assessment of education budgets and programs for the Mission Directorates and other NASA Centers when appropriate.

4.13.2.4.2.9 Leading the Agency efforts for influencing education grants and contracts so as to inspire the next generation to ensure a steady stream workforce capable of fulfilling our NASA mission.

#### 4.13.2.4.3 SPECIAL RELATIONSHIPS.

4.13.2.4.3.1 The Deputy Chief Education Officer provides leadership in developing, implementing, and integrating the education investments across the Agency under a cohesive, unified One NASA Education Vision. The Deputy Chief Education Officer chairs the Agency's Education Program Management Council in absence of the Chief Education Officer and is principal liaison to the external Education Advisory Council.

4.13.2.4.3.2 The Deputy Chief Education Officer for Education Programs provides oversight, guidance, program integration, and day-to-day management for the three primary divisions: Higher Education, Elementary and Secondary Education, and Informal Education. Additionally, the Deputy Chief Education Officer for Education Programs is responsible for the Mission Directorate Education Leads, Center Education Directors, the Flight Projects Office, the Office of Technology and Product Development that cross cut educational programs, program initiatives, as well as external partnerships and collaborations.

4.13.2.4.3.3 The Assistant Chief Education Officer for Strategic Investments is responsible for developing and integrating the Agency Education Strategy and Budget Performance Plan; monitoring Plan implementation through the Agency Performance Goals; coordinating program review, evaluation, and assessments; and for leveraging resources to maximize educational investments. Additionally, the Assistant Chief Education Officer for Strategic Investments plans and directs office activities in budget formulation and execution, policy formulation, resource advocacy, and the overall office business and resource management and serves as the office single point of contact with the appropriate NASA Headquarters and Center resource management personnel.

4.13.2.4.3.4 The Chief Education Officer serves as a member of the NASA Operations Council.

4.13.2.4.3.5 Dual-governance between Chief Education Officer and Mission Directorate Associate Administrators shall be carried out within Mission Directorates in the selection of the senior-most education positions at the Centers. Mission Directorates in coordination with the Chief Education Officer shall establish appropriate systems to track and report investments for education activities, thereby allowing the Agency to document educational investments and to monitor progress toward Agency education goals.

### 4.13.3 SPECIAL RELATIONSHIPS.

4.13.3.1 The Chief of Strategic Communications serves as a member of the NASA Strategic Planning Council.

4.13.3.2 The Chief of Strategic Communications represents NASA strategic communication issues on the NASA Operations Council.

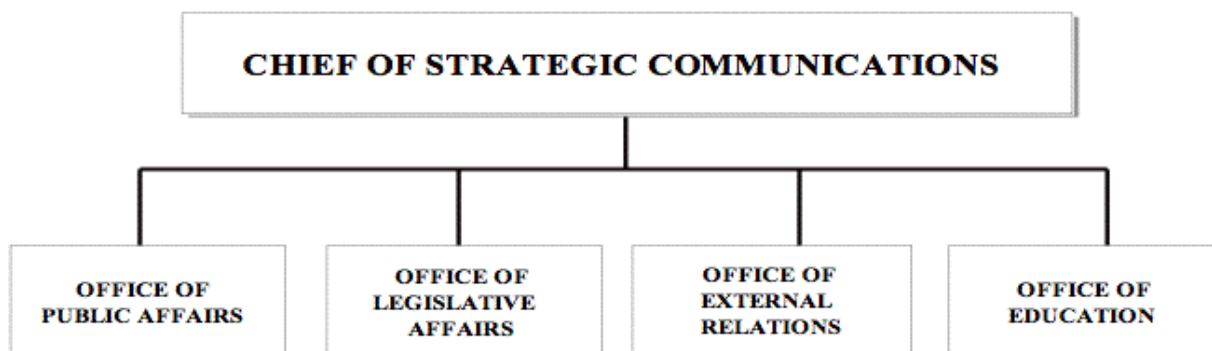
4.13.3.3 The Chief of Strategic Communications serves as the interface with the Associate Deputy Administrator for Systems Integration to assure that the Offices of Public Affairs, Legislative Affairs, and External Relations are strategically integrated with the other functional support offices and the Mission directorates.

4.13.3.4 The Chief of Strategic Communications has concurrent review on key strategic communication issues in the center Public Affairs, Legislative Affairs, External Relations, and Education support offices.

4.13.4 LINE OF SUCCESSION. In the following order: Assistant Administrator for Public Affairs, Assistant Administrator for Legislative Affairs, Assistant Administrator for External Relations, and Chief Education Officer.

Change 11...July 25, 2005

### **Office of the Chief of Strategic Communications**



Change 21...April 6, 2006

## **4.14 Office of the Inspector General**

4.14.1 OFFICE MISSION. The Office of the Inspector General was created as an independent and objective unit by Public Law 95-452, the Inspector General Act. The OIG conducts independent and objective audits and investigations and other evaluations of Agency programs and operations; promotes economy, effectiveness, and efficiency within the Agency; prevents and detects crimes, fraud, waste, and abuse; reviews and makes recommendations regarding existing and proposed legislation and regulations; and keeps the NASA Administrator and Congress fully and currently informed of problems in Agency programs and operations.

4.14.2 RESPONSIBILITIES. The Inspector General (IG) is responsible for the following:

4.14.2.1 Audits and reviews programs and operations to determine whether information is reliable; resources have been safeguarded; funds have been expended in a manner consistent with related laws, regulations, and policies; resources have been managed economically and efficiently; and desired program results have been achieved.

4.14.2.2 Investigates complaints or information received concerning the possible violation of laws, rules, and regulations, and mismanagement, gross waste of funds, abuse of authority, or substantial and specific dangers to the public health and safety.

4.14.2.3 Reports expeditiously to the Attorney General whenever there are reasonable grounds to believe there has been a violation of Federal criminal law.

4.14.2.4 Submits an annual report on the NASA financial statement to the Administrator.

4.14.2.5 Submits reports, reviews, and evaluations to Congress.

4.14.2.6 Develops and executes the , IG budget, and contr , ols and expends funds in a separate appropriation account for the OIG.

4.14.2.7 Selects, appoints, and employs such officers and employees and secures services as may be necessary for carrying out the functions of the offices, as provided for under the IG Act.

4.14.2.8 Exercises other powers and responsibilities provided by the IG Act and other legislation.

4.14.2.9 Serves as a member of the President's Council on Integrity and Efficiency, established under Section 1 of Executive Order 12805, dated May 1, 1992.

4.14.2.10 Provides semiannual reports to the Administrator and Congress, summarizing the activities of the OIG during the preceding 6-month period.

#### 4.14.3. SPECIAL RELATIONSHIPS.

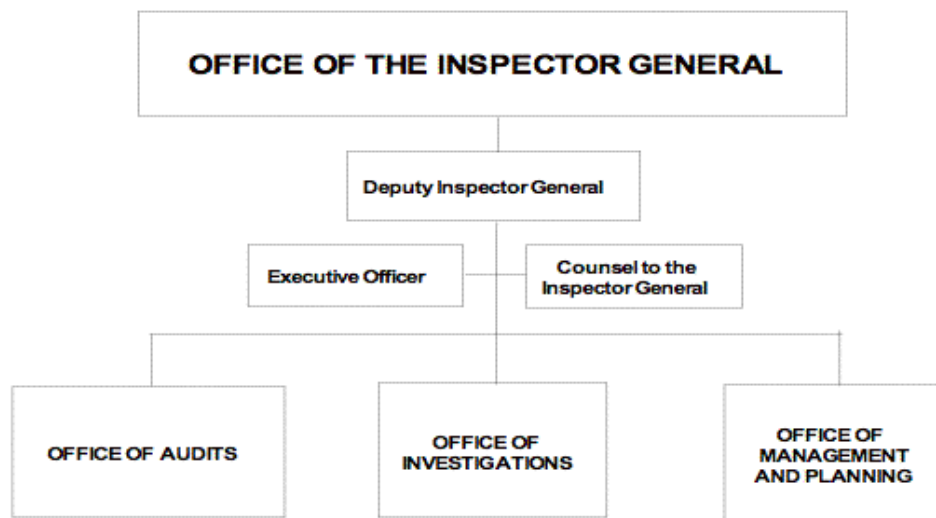
4.14.3.1 The IG is appointed by the President, with the advice and consent of the U.S. Senate.

4.14.3.2 The IG reports directly to the Administrator; however, in accordance with the Inspector General Act, as amended, neither the Administrator nor the Deputy Administrator will prevent or prohibit the IG from initiating, carrying out, or completing any audit, investigation, or review, or from issuing any subpoena.

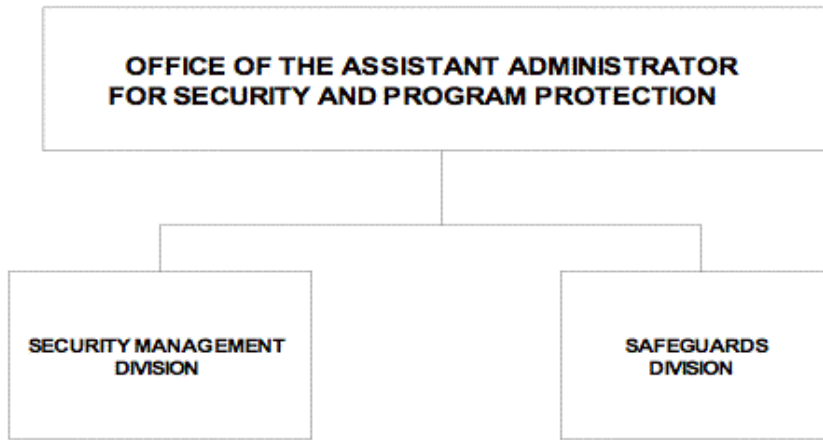
4.14.3.3 The IG has staff who report directly to the OIG at Headquarters. Staffs are located at NASA Centers, Component Facilities, and at the Jet Propulsion Laboratory.

4.14.4 LINE OF SUCCESSION. In the following order: Deputy Inspector General; Counsel to the Inspector General; Assistant Inspector General for Auditing; and Assistant Inspector General for Investigations.

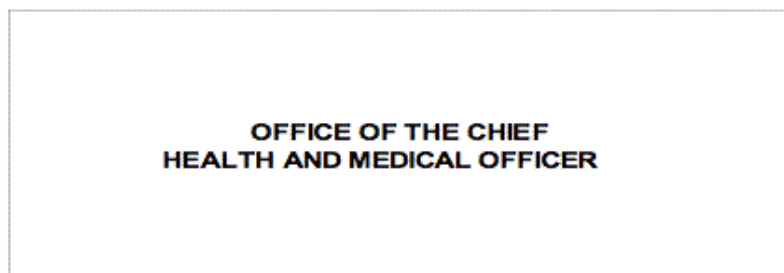
## OFFICE OF THE INSPECTOR GENERAL



Change 21...April 6, 2006

**OFFICE OF SECURITY AND PROGRAM PROTECTION**

Change 21...April 6 2006

**OFFICE OF THE  
CHIEF HEALTH AND MEDICAL OFFICER**

Change 21...April 6, 2006

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## Chapter 5: Mission Statements and Organization Charts for Centers As Well as Technical and Service Support Centers

### 5.1 Ames Research Center (ARC)

5.1.1 MISSION. Ames Research Center (ARC), located in California's Silicon Valley, provides solutions to NASA's exploration questions through interdisciplinary scientific discovery and innovative technology systems. Ames provides leadership in Astrobiology, information science, nanotechnology, advanced thermal protection systems, human factors, and the development of new tools for a safer and more efficient national air space. Ames also develops unique partnerships and collaborations, exemplified by the NASA Astrobiology Institute, the NASA Research Park, and the University Affiliated Research Center.

5.1.2 RESPONSIBILITIES. The Center Director is responsible for the following:

5.1.2.1 Provides leadership for NASA's Astrobiology science mission to study the origin, evolution, distribution, and destiny of life in the Universe.

5.1.2.2 Oversees the NASA Astrobiology Institute (NAI) and its cadre of domestic and international partners; serves as the home base for the NAI administrative offices.

5.1.2.3 Leads the science and technical management of NASA's airborne physical sciences missions; oversees the SOFIA (Stratospheric Observatory for Infrared Astronomy) Science Missions and Operations Center.

5.1.2.4 Leads the science and technical management of selected NASA missions (including the development of atmospheric probes) to search for habitable environments, understand the origin and evolution of life, and develop the tools needed for this exploration.

5.1.2.5 Provides leadership for NASA information sciences and technology, particularly research in the critical sub-disciplines of automated reasoning for autonomous systems, high-performance computing and networking, and human-centered computing; performs Earth science investigations, in particular ecosystems research, supported by advanced supercomputing and modeling.

5.1.2.6 Develops research facilities and plans and conducts ground-based and flight research programs which examine the effects of the space environment on living systems; which includes the Agency's only suite of animal and human rated acceleration facilities and a full-time, AAALAC fully accredited Animal Care Facility; and which also provides veterinary oversight for the conduct of NASA animal research.

5.1.2.7 Develops new applications to enable and enhance space exploration, in particular nanotechnology applications to reduce mass and increase vehicle payload capacity and advanced thermal protection systems for transportation and planetary entry missions.

5.1.2.8 Serves as a NASA leader in the area of information technology security, in support of the NASA Chief Information Officer.

5.1.2.9 Provides leadership in ensuring the safety and security of the Nation's airspace, in particular through advanced air traffic management and air traffic control.

5.1.2.10 Performs scientific investigations in-house and through extensive cooperative arrangements with the academic community and private sector within the United States and with foreign institutions; furnishes research and development support to industry and academia as the outgrowth of cooperative utilization of ARC-unique facilities.

5.1.2.11 Implements innovative partnerships and collaborations through the development of NASA Research Park and the realization of the University Affiliated Research Center (with the University of California); accomplishes this in



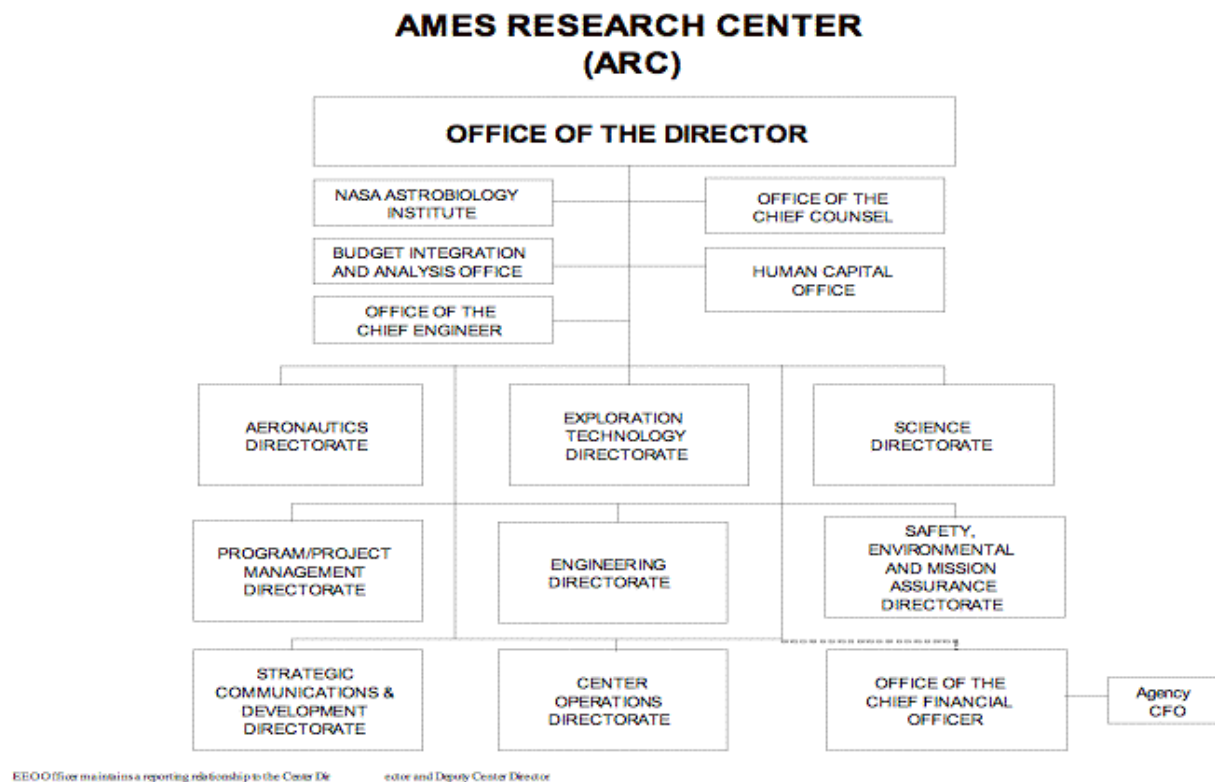
part through execution of Enhanced Use Leasing (EUL).

5.1.2.12 Conducts education and outreach to inform and inspire the public, communicates scientific knowledge and transfers technology to the public and private sectors, and spins external technologies back into NASA programs and projects.

5.1.2.13 Manages Independent Technical Authority (ITA) activities supporting resident programs and projects as identified by Agency ITA policy.

5.1.3 SPECIAL RELATIONSHIPS. ARC serves as host to other Federal, military, and civilian organizations, such as the California Air National Guard.

5.1.4 LINE OF SUCCESSION. In the following order: Deputy Director, Ames Research Center; Deputy Director for Research; Associate Director Space Programs and Projects; Director of Center Operations; Chief Financial Officer; Director of Aerospace; Director for Project Management and Engineering; and Director of Science.



Change 19?March 14 2006

## 5.2 Dryden Flight Research Center (DFRC)

5.2.1 MISSION. The Dryden Flight Research Center (DFRC), located at Edwards Air Force Base, California, develops experiments and conducts flights to advance technology for future aerospace vehicles, to understand and protect our environment, and to inspire the next generation. DFRC performs flight research and technology integration to revolutionize aviation, advance space transportation, and pioneer aerospace technology; conducts airborne remote sensing and in situ observations, and supports operations of the Space Shuttle and the International Space Station, for NASA and the nation.

5.2.2 RESPONSIBILITIES. The Center Director is responsible for the following:

5.2.2.1 Conceiving, formulating, and conducting piloted and unpiloted flight research programs in disciplinary technology, integrated aerospace systems, and advanced concepts to meet current and future missions throughout subsonic, supersonic, and hypersonic flight regimes.

5.2.2.2 Developing, managing, and maintaining research and science platform aircraft, flight testbed aircraft, and flight facilities to support safe, timely, and cost-effective NASA flight programs and to support industry, university, and other



Government agency flight programs.

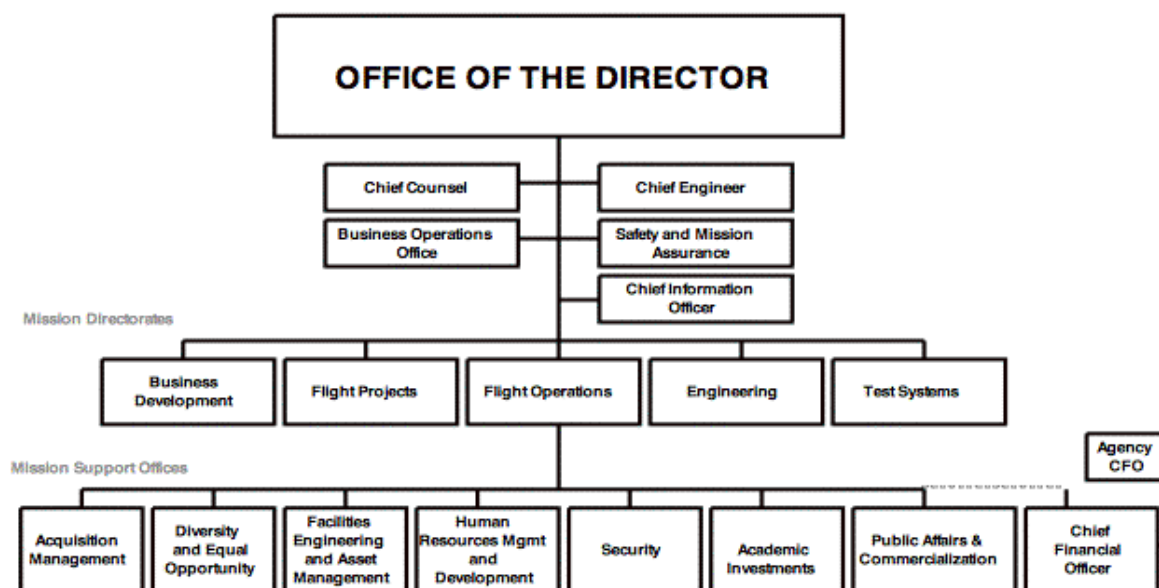
5.2.2.3 Implementing flight research programs in cooperation with other NASA Centers, other Government agencies, the aerospace industry, and universities, as well as for transitioning results, techniques, methods, and tools to industry and Government users.

5.2.2.4 Providing operational and technical support for the conduct of Space Shuttle missions, including on-orbit tracking and communications, landing support, and post-flight mission requirements: providing on-orbit tracking and communications for the International Space Station: and providing flight test support for atmospheric tests of experimental or developmental launch systems.

5.2.3 SPECIAL RELATIONSHIPS. The United States Air Force Research Laboratory (AFRL) has designated DFRC as their Flight Research Agent. In addition, DFRC shares an infrastructure alliance with the U.S. Air Force Flight Test Center (AFFTC) to minimize infrastructure duplication.

5.2.4 LINE OF SUCCESSION. In the following order: Deputy Director, Dryden Flight Research Center; Associate Director for Programs; Associate Director for Operations; and Associate Director for Management.

## DRYDEN FLIGHT RESEARCH CENTER (DFRC)



Change 17 ... February 6, 2006

## 5.3 John H. Glenn Research Center (GRC) at Lewis Field

5.3.1 MISSION. The John H. Glenn Research Center (GRC) at Lewis Field, as a diverse team working in partnership with government, industry, and academia to increase national wealth, safety, and security, protect the environment, and explore the universe, we develop and transfer critical technologies that address national priorities through research, technology development, and systems development for safe and reliable aeronautics, aerospace, and space applications.

5.3.2 RESPONSIBILITIES. The Center Director is responsible for the following:

5.3.2.1 Assuring that the workforce embraces and reflects the values of safety, the NASA family, integrity, and excellence, in accomplishing the mission and as our inherent guiding principles in all activities and decision making.

5.3.2.2 Assuring the development of a strategic plan which sets out future goals and priorities (e.g., extraterrestrial surface power).

5.3.2.3 Assuring that the Center's capabilities are aligned with all Agency mission areas.

#### 5.3.2.4 Maintaining and growing further excellence in:

- a. Aeronautical propulsion.
- b. In-space propulsion (e.g., electric and nuclear).
- c. Aero- and space-based power systems and technologies.
- d. Aero and space communications technologies.
- e. Biological and physical research.

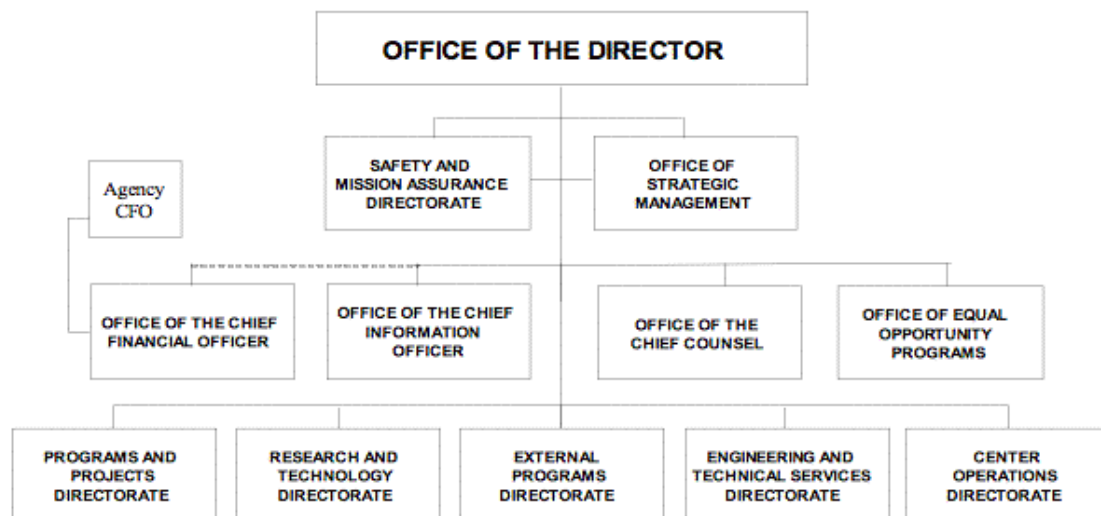
5.3.2.5 Assuring the establishment and maintenance of partnerships with other government agencies, the private sector, academia, and the community to further the mission.

5.3.2.6 Maintaining a safe, healthful, and environmentally friendly work environment for the workforce and providing safety, reliability, and quality assurance in all Center activities.

5.3.2.7 Providing, developing, managing, and maintaining the facilities and infrastructure necessary to accomplish current and future missions.

5.3.2.8 Managing Independent Technical Authority (ITA) activities that support resident programs and projects as identified by Agency ITA Policy. 5.3.3 LINE OF SUCCESSION. In the following order: Deputy Director, John H. Glenn Research Center at Lewis Field; and Associate Director, John H. Glenn Research Center at Lewis Field.

### JOHN H. GLENN RESEARCH CENTER at LEWIS FIELD (GRC)



Change 17 ... February 6, 2006

## 5.4 Goddard Space Flight Center (GSFC)

5.4.1 MISSION. The Goddard Space Flight Center (GSFC), located in Greenbelt, Maryland, expands the knowledge of Earth and its environment, the solar system, and the universe through observations from space. The Center also conducts scientific investigations, develops and operates space systems, and advances essential technologies.

5.4.2 RESPONSIBILITIES. The Center Director is responsible for the following:

5.4.2.1 Conducts research to advance scientific knowledge of the origin, evolution, and destiny of the universe, and of Earth and planetary environments supportive of life.

5.4.2.2 Designs, develops and implements sensors, instruments, and flight missions to study the structure of the universe; its fundamental forces and matter; the processes involved in the birth, life, and death of stars, galaxies, and planets; and the chemical and biological conditions for the evolution and sustenance of life.

5.4.2.3 Studies the sun, the Earth, other planets, and other bodies in the solar system to understand the impact of solar activity on the Earth's climate and human activity; and on space and planetary radiation environments encountered in human exploration.

5.4.2.4 Studies the Earth's atmospheric, oceanographic, cryospheric, hydrological, geologic, and biogeochemical cycles to understand the Earth as a system; to apply this understanding of the Earth to the study of the nature and evolution of other planets; and to apply discoveries from this study of other planets to an improved understanding of our own planet.

5.4.2.5 Applies knowledge gained from Earth and planetary studies to search the stars for other planets with the potential for supporting life. Performs theoretical research, analysis, modeling, and simulation to develop and test theories, and to synthesize data from space missions and ground-based observations to develop an integrated understanding of our planet, our sun, and our universe as a system.

5.4.2.6 Communicates knowledge to the public and to the education community to expand general understanding and to inspire the next generation.

5.4.2.7 Develops advanced technology for future space flight missions, with emphasis on optical communications, advanced science instrumentation, data systems, robotics, and computer science.

5.4.2.8 Develops and procures suborbital launch vehicles and launch services.

5.4.2.9 Manages assigned programs and projects, including the preliminary and final definition, design, development, integration and test, launch, and operations of flight and unique ground systems for Earth-orbiting and geosynchronous satellites and for Shuttle-attached payloads, and delivery of instruments and associated flight systems, ground systems, long-term flight operations, the Science Institute for the Hubble Space Telescope, and projects using NASA Sounding Rockets and Balloons.

5.4.2.10 Manages Independent Technical Authority (ITA) activities supporting resident programs and projects as identified by Agency ITA policy.

5.4.2.11 Supports the Space Operations Program by managing the NASA space flight tracking, data acquisition, communications, and data handling networks and services in support of NASA and other spacecraft, and operates ground data systems to support GSFC missions.

5.4.2.12 Directs mission planning and analysis, space and ground communications networks, spacecraft and payload command and control, flight dynamics, information processing, and flight missions operations, and applied research and development of advanced data and telecommunications systems in support of space flight missions.

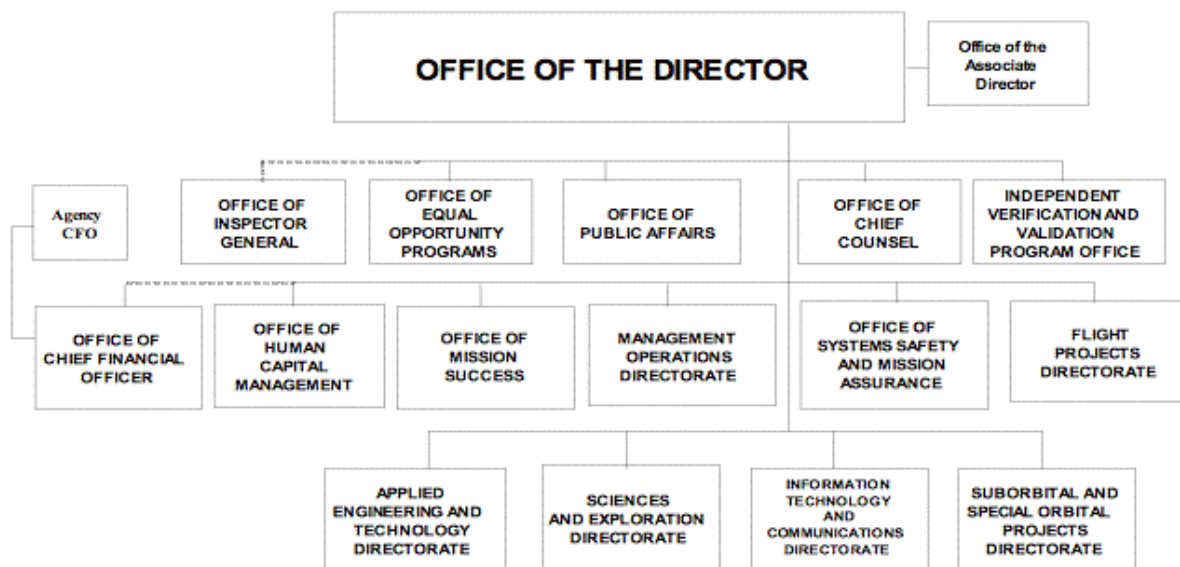
5.4.2.13 Manages the Wallops Flight Facility rocket range, aircraft flight platforms, and research airport, including related tracking and data acquisition systems for conducting scientific experiments and aeronautical tests. Plans and conducts launches of scientific payloads and aeronautical tests and other research, development, and related activities as requested by elements of NASA, other Government Agencies, and the worldwide scientific community.

5.4.2.14 Provides services to NASA Headquarters in a variety of assigned business functions, including HQ accounting, procurement, grants, training and development, logistics, related administrative support; and Agency printing management, forms, reports, and mail management.

5.4.3 SPECIAL RELATIONSHIP. GSFC provides design, development, testing, launch, and maintenance of a constellation of operational satellites for the National Oceanic and Atmospheric Administration, Department of Commerce. This activity is fully funded by the Department of Commerce.

5.4.4 LINE OF SUCCESSION. In the following order: Deputy Director, Goddard Space Flight Center; Deputy Director for Technical; Associate Director; and Director, Management Operations.

## GODDARD SPACE FLIGHT CENTER (GSFC)



Change 23? June 6, 2006

## 5.5 Lyndon B. Johnson Space Center (JSC)

**5.5.1 MISSION.** The Lyndon B. Johnson Space Center (JSC), located in Houston, Texas, provides national leadership for human space exploration and operations. The Center strives to advance human capability for exploration and utilization of space conducting space-related, as well as the design, test, and development of space flight hardware and systems. The Center has responsibility for the operation of the Space Shuttle, the International Space Station (ISS) as well as other human space systems. The Center advances the human capability for space exploration by developing and maintaining excellence in the fields of project management, space systems engineering, crew and mission operations, medical and life sciences, and lunar and planetary geosciences. Program management of the Space Shuttle and ISS programs resides at JSC, and while program authority resides at NASA Headquarters, the Center provides the independent technical authority, independent safety and mission assurance and engineering support for these programs. JSC also provides management and support for Space Operations, Extra Vehicular Activity (EVA) projects, Bioastronautics, Cellular Science, and Astromaterials Sciences.

**5.5.2 RESPONSIBILITIES.** The Center Director is responsible for the following:

**5.5.2.1** Manages and supports space vehicle and space systems development programs as follows:

- a. Provides program and system level managers and associated developmental and design sustaining engineering support to the Space Shuttle and ISS programs.
- b. Manages assigned projects and technologies as well as provides vehicle, system, and subsystem expertise critical to both the Agency and JSC for future roles in space utilization and exploration.

**5.5.2.2** Plans and conducts space flight, crew, and aircraft operations as follows:

- a. Provides Agencywide consolidated operations support environment for space networks, command and control facilities, operations data processing and planning systems, and telecommunications systems.
- b. Conducts flight operations for the Space Shuttle Program and ISS Program Office, including providing the flight and support environment to satisfy mission objectives and ensure mission safety.
- c. Provides Agencywide project management of EVA services to the Space Shuttle and ISS programs and services for

future programs requiring low-g (gravity) or surface EVA capabilities, including all EVA-related research and development activities.

d. Manages flight crew operations including selection and training.

e. Conducts aircraft operations in support of astronaut flight readiness training, high-altitude research, low-g flight evaluations, orbiter transportation, Agency logistics, and administrative functions.

5.5.2.3 Plans and conducts ground-based and flight operational and research programs in the fields of Bioastronautics (health care, environmental and human factors, adaptation, and countermeasures), Cellular Sciences, and Astromaterials Research and Exploration Sciences (ARES ? lunar and planetary science, astromaterials science, orbital debris, and earth observation sciences).

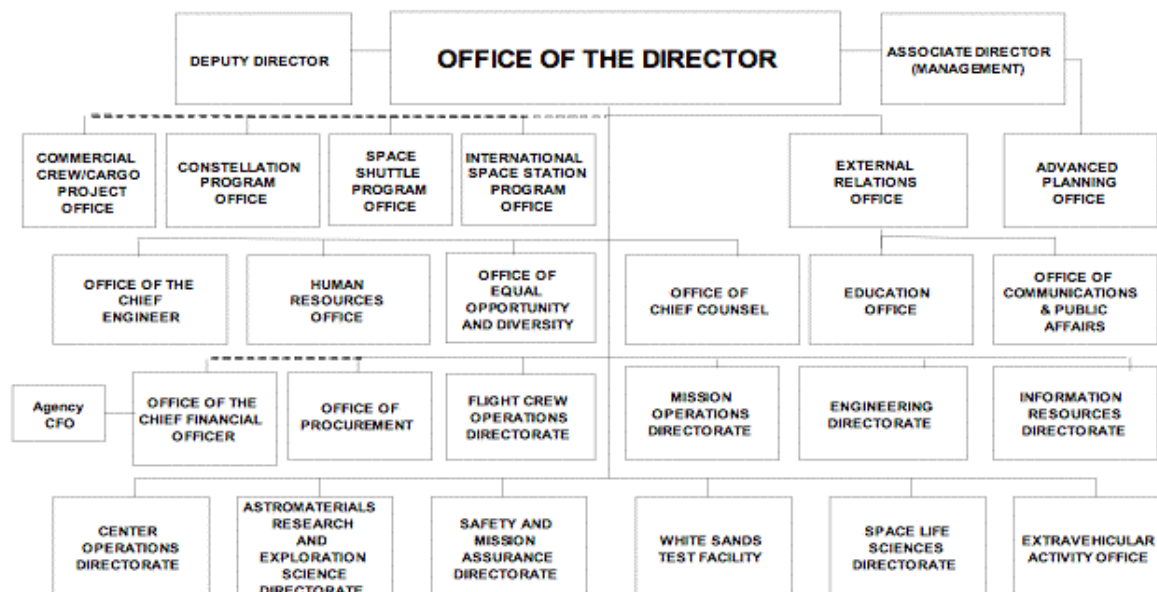
5.5.2.4 Develops and integrates scientific, medical, and technological experiments and payloads to be flown on the Space Shuttle, Spacelab, and ISS.

5.5.2.5 Integrates all JSC Implementing Center requirements and objectives, including schedule, budget, technical requirements, and safety and reliability standards and ensures that human, financial, physical, and other supporting resources are properly applied to programs.

5.5.3 SPECIAL RELATIONSHIP. Promotes the Agency?s strategic goals and, with common purpose of achieving NASA?s Vision and Mission, supports all of the Agency?s Enterprises and Centers.

5.5.4 LINE OF SUCCESSION. In the following order: Deputy Director, Johnson Space Center and Associate Director (Management).

## LYNDON B. JOHNSON SPACE CENTER (JSC)



Change 17 ... February 6, 2006

## 5.6 John F. Kennedy Space Center (KSC)

5.6.1 MISSION. The John F. Kennedy Space Center (KSC), located in Florida, is responsible for the Agency?s Space Launch Operations and Spaceport and Range Technologies. Home to the Space Shuttle fleet and the Launch Services Program, KSC carries out its primary mission by managing the processing and launch of astronaut crews; the Space Shuttle and associated payloads; International Space Station elements, research experiments, and supplies; and enabling the payload processing of a wide variety of robotics payloads launched on commercial services into Earth orbit and beyond. KSC serves as a supporting Center for the Space Shuttle and International Space Station programs. KSC's



mission is also to serve as NASA's focal point for spaceport and range technology development efforts in order to provide advanced technologies, systems, and techniques to increase safety and security as well as reduce the cost of access to space. Additionally, Principal Center activities assigned by the Agency include Drug-Free Workplace Laboratory Services, Employee Relocation Services, NASA's Contracting Intern Program, Recycling and Affirmative Procurement, NASA Acquisition Pollution Prevention, Specifications Kept Intact, Facility Project Management System, Security/Law Enforcement Standards and Training, Fire Protection Program, Metrology and Calibration, Range Safety, NASA-wide Aerospace Fluids Acquisition and Management, and NASA Emergency Preparedness Program.

5.6.2 RESPONSIBILITIES. The Director, KSC, is responsible for the following:

5.6.2.1 Provides space systems processes, test, and launch techniques and develops spaceport and range technologies.

5.6.2.2 Designs, constructs, operates, and maintains NASA space vehicle facilities, ground-support equipment, and associated software required for launch and recovery operations, including development of new launch and recovery operations concepts, techniques, and associated hardware for NASA developed launch vehicles.

5.6.2.3 Teams with space launch vehicle designers at other NASA Centers and industry to assure lessons learned from processing of launch vehicles are incorporated in later generations to improve the maintainability, supportability, reliability, and safety and to reduce cost of access to space.

5.6.2.4 Operates and maintains ground-support equipment, facilities, and logistics support for NASA launch activities conducted at KSC, Cape Canaveral Air Force Station, and Space Shuttle orbiter contingency sites worldwide.

5.6.2.5 Conducts the final preparation and integrated checkout of vehicles, spacecraft, payloads, launch facilities, ground-support equipment, and launch and recovery operations at all launch sites referenced in paragraph 5.6.2.4 above for Space Shuttle missions.

5.6.2.6 Develops, prototypes, tests, and deploys technologies to users for spaceport and range systems and provides testbeds, laboratories, tools, and expertise in these areas.

5.6.2.7 Manages Independent Technical Authority (ITA) activities supporting resident projects as identified by Agency ITA policy.

5.6.3 SPECIAL RELATIONSHIPS.

5.6.3.1 Center implementation of Agency and Mission Directorate policy and programmatic direction regarding investments, facilities, and personnel competencies, especially in the context of resolving disputes, are coordinated through NASA's Space Operations Mission Directorate, because the workload of the Center is dominated by business lines emanating from this directorate.

5.6.3.2 KSC supports the Launch Services Program, which serves as the Agency ITA for services acquired from the commercial industry and/or DOD, with payload processing, institutional and business resources, capabilities and expertise.

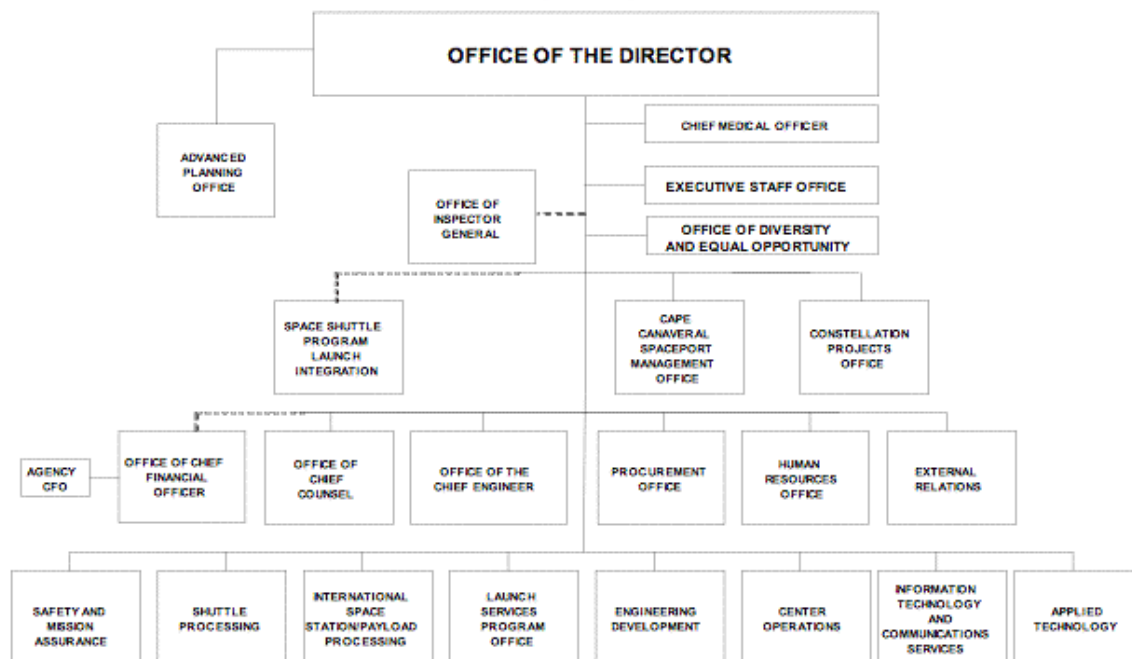
5.6.3.3 KSC is a supporting Center to the Space Shuttle program in the areas of preflight and launch operations, flight hardware spares, and launch site logistics. This includes test, processing, and integration of Space Shuttle elements. KSC also provides certain logistics services for other NASA Centers supporting the Space Shuttle program.

5.6.3.4 KSC is a supporting Center for the International Space Station program in the areas of preflight and launch operations, launch site logistics support, re-supply, and customer utilization. This includes the integration, test, and processing for research experiments and other payloads for the International Space Station.

5.6.3.5 Promotes the Agency's strategic goals and, with common purpose of achieving NASA's vision and mission, support all of the Agency's Mission Directorates and Centers.

5.6.4 LINE OF SUCCESSION. In the following order: Deputy Director, Kennedy Space Center; Associate Director, Kennedy Space Center; Director, Shuttle Processing; Director, International Space Station/Payload Processing; and Director, Launch Services Programs.

## JOHN F. KENNEDY SPACE CENTER (KSC)



Change 17 ...February 6, 2006

## 5.7 Langley Research Center (LaRC)

**5.7.1 MISSION.** The Langley Research Center (LaRC) is located in Hampton, Virginia. In alliance with industry, other agencies, and academia, LaRC develops aerospace vehicle technologies to fly in all planetary atmospheres to assure the preeminence of the U.S. aerospace products, progress toward the Space Exploration Vision, and mission success for assigned NASA projects and programs; and in alliance with the science community, LaRC pioneers the development of flight instruments and technologies to advance our scientific understanding of the chemistry and radiation characteristics of all planetary atmospheres.

**5.7.2 RESPONSIBILITIES.** The Center Director is responsible for the following:

**5.7.2.1 Assessing,** in partnership with the U.S. aerospace community, opportunities for national aerospace programs to conduct and develop advanced aeronautics and space research and technology, systems studies, and related capabilities required for current missions, advanced developments, and new capabilities.

**5.7.2.2 Planning and conducting,** in partnership with the science community, a sciences program which provides an understanding of the fundamental characteristics and processes of atmospheric chemistry and radiation of Earth and other planetary atmospheres as well as extending associated instruments and techniques to other space exploration mission objectives via competitive selections.

**5.7.2.3 Conducting research and developing technology** for assigned projects with emphasis on mission and systems analysis; aerodynamics, aerothermodynamics, and acoustics; structures and materials; airborne systems and crew station design/integration; atmospheric chemistry and radiation; and space flight experiments. Providing, managing, and maintaining laboratories and facilities, simulators, aircraft, and other required capabilities to support these projects.

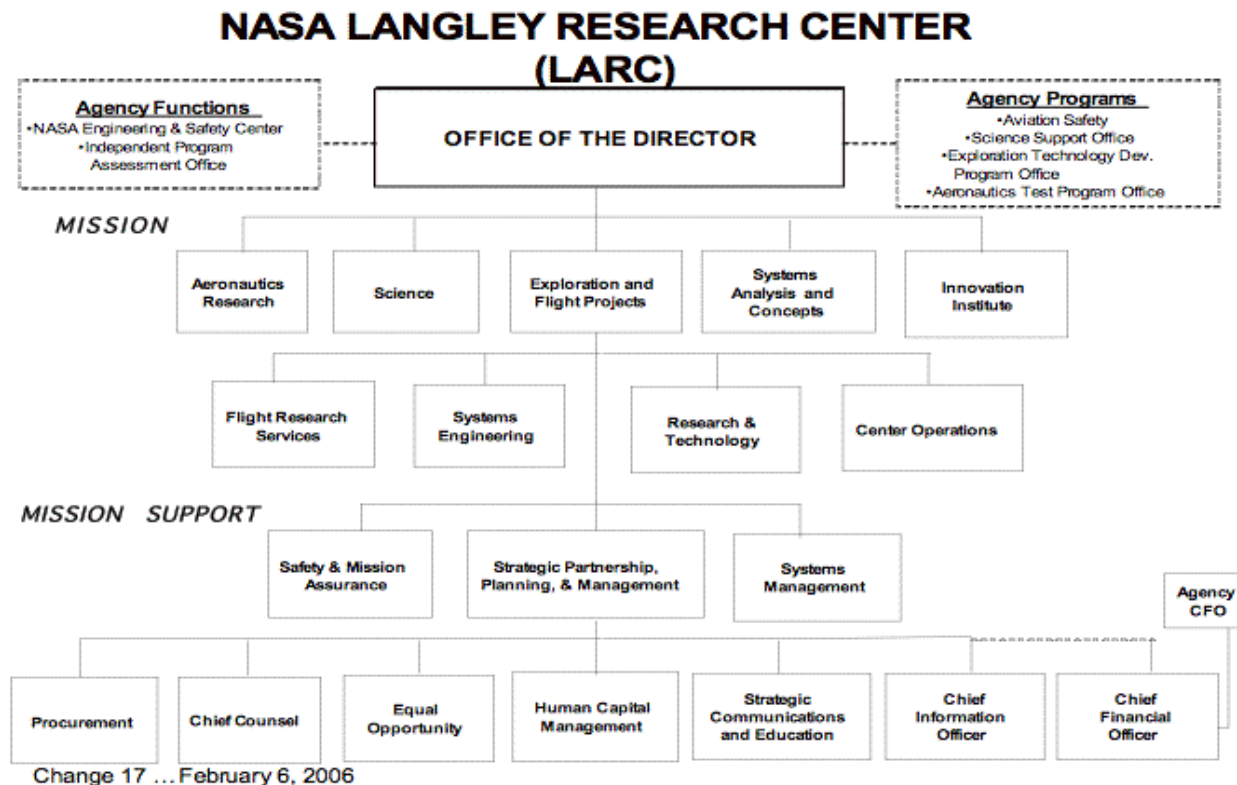
**5.7.2.4 Developing, managing, and maintaining NASA structures and materials capabilities,** including personnel, facilities, processes, and procedures, in the context of current Agency capabilities at each Center and current/future Agency program requirements.

**5.7.2.5 Providing and managing an institutional base in support of NASA,** other Federal and state agencies, and components of U.S. industry engaged in advanced research and technology in aeronautics and space, as well as the extension of these technologies to nonaerospace applications which enhance the U.S. economic posture. **5.7.2.6 Directing program implementation for the NASA Engineering and Safety Center.**



5.7.2.7 Managing Independent Technical Authority (ITA) activities supporting resident programs and projects as identified by Agency ITA policy.

5.7.4 LINE OF SUCCESSION. In the following order: Deputy Director, Langley Research Center; Associate Director for Operations, and Chief of Staff.



## 5.8 George C. Marshall Space Flight Center (MSFC)

5.8.1 MISSION. The George C. Marshall Space Flight Center (MSFC), located in Huntsville, Alabama, has the assigned Agency responsibility for space transportation systems development, propulsion systems and components development, space optics manufacturing technology, and selected space systems development, including scientific spacecraft, human support systems, and payload development and operations. MSFC provides management and implementation of research, technology maturation, design, development, and integration of NASA-developed space transportation and propulsion systems, including Space Shuttle propulsion element improvements, development of launch vehicles, and vehicles for orbital transfer and propulsion systems for exploration and deep space missions. MSFC develops, implements, and advocates advanced earth-to-orbit and in-space propulsion systems and technologies. With specific NASA expertise in various research disciplines, MSFC develops, integrates, and operates payloads and experiments, and leads payload operations for the International Space Station Program; and conducts and manages various research and development programs and projects.

5.8.2 RESPONSIBILITIES. The Center Director is responsible for:

5.8.2.1 Developing a broad-based research and development capability, consistent with the assigned responsibilities.

5.8.2.2 Planning, executing, and managing assigned programs and projects through the product's life cycle for the following primary activities:

- a. Propulsion and space transportation elements, systems, and subsystems.
- b. Technology maturation for advanced space transportation and propulsion systems.
- c. Exploration systems projects and tasks.
- d. Flight and ground systems for facilities, payloads, instruments, and experiments that support exploration and science.
- e. Payload operations for Space Shuttle and International Space Station.

- f. Selected scientific spacecraft development and operations.
- g. Advanced environmental control and life support systems for the International Space Station and assigned exploration systems.
- h. Basic and applied research and technologies that provide solutions for exploration challenges in areas such as earth and space science, material science, strategic biomolecular research for exploration, propulsion research, and space optics.
- i. Advanced studies to fulfill collaborative Center roles and responsibilities.
- j. Independent Technical Authority (ITA) activities supporting resident programs and projects as identified by Agency ITA policy.

### 5.8.3 SPECIAL RELATIONSHIPS.

5.8.3.1 Provides Space Shuttle propulsion elements to Shuttle Program Office, Johnson Space Center (JSC).

5.8.3.2 Provides program management of the In-Space Propulsion, Next Generation Launch Technologies, Discovery and New Frontiers, Space Partnership Development, Chandra X-ray Observatory, and Gravity Probe B Programs to Agency Mission Directorates.

5.8.3.3 Provides payload operations for the Space Shuttle and International Space Station to JSC.

5.8.3.4 Provides engineering support for development and operation of interconnecting nodes and logistics module elements of the International Space Station to JSC.

5.8.3.5 Provides large optics manufacturing and test capability to other NASA Centers.

5.8.3.6 Provides research knowledge to appropriate Agency Mission Directorates.

5.8.3.7 Provides propulsion test requirements, expertise, and capabilities to Stennis Space Center (SSC).

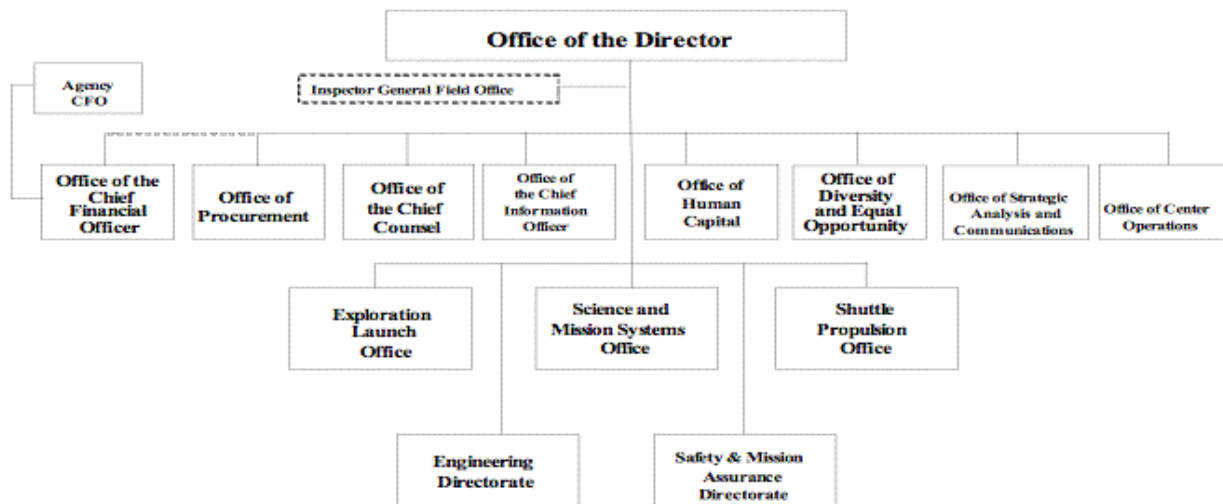
5.8.3.8 Oversees the National Space Science & Technology Center, a collaborative research and education initiative, in cooperation with the State of Alabama, other Government agencies, academia, and industry.

5.8.3.9 Provides Agencywide management and support in technical areas such as network communications, NASA Data Center, Agencywide applications and the Integrated Financial Management Program, NASA Automated Data Processing Consolidation, NASA Operational environment team, and others, as well as administrative systems such as personnel, logistics, and Agency payroll.

5.8.3.10 Implements Agency and Mission Directorate policy and programmatic direction regarding investments, facilities, and personnel competencies, especially in the context of resolving disputes

5.8.3.11 Promotes the Agency's strategic goals and, with common purpose of achieving NASA's Vision and Mission, support all of the Agency's Mission Directorates and Centers. 5.8.4 LINE OF SUCCESSION. In the following order: Deputy Director, Marshall Space Flight Center; Associate Director, Marshall Space Flight Center; Director, Engineering Directorate; and Director, Space Transportation Programs/Projects Office.

## GEORGE C. MARSHALL SPACE FLIGHT CENTER (MSFC)



Change 17 ... February 6, 2006

## 5.9 John C. Stennis Space Center (SSC)

**5.9.1 MISSION.** The John C. Stennis Space Center (SSC), located near Bay St. Louis, Mississippi, is charged with implementing NASA's mission in areas of responsibility assigned by two Agency Mission Directorates-- Space Operations and Science. In NASA's Space Operations Mission Directorate, SSC has program management responsibility for Rocket Propulsion Testing. Within NASA's Science Mission Directorate, SSC has program management responsibility for Earth Science Applications and is designated as the Systems Engineering Center for Earth Science Applications. SSC also serves as Federal manager and host agency of a major Government multi-agency Center.

**5.9.2 RESPONSIBILITIES.** The Center Director is responsible for the following:

**5.9.2.1** Manages, operates, develops, and maintains NASA Rocket Propulsion Test capabilities, including people, facilities, and associated processes and procedures.

**5.9.2.2** Provides test operations services to NASA, Department of Defense, commercial, and other customers for the development of propulsion systems, engines, subsystems, and components.

**5.9.2.3** Accomplishes the development, flight certification, and acceptance testing of the Space Shuttle Main Engines.

**5.9.2.4** Manages NASA's effort to optimize benefits from NASA's Earth Science investments through systems engineering to advance decision support tools that serve the Nation.

**5.9.2.5** Manages SSC as an integrated multi-agency Federal laboratory for the programmatic benefit of NASA and the other Federal and State agencies in residence.

**5.9.2.6** Manages Independent Technical Authority (ITA) activities supporting resident programs and projects as identified by Agency ITA policy.

**5.9.3 SPECIAL RELATIONSHIPS.**

**5.9.3.1** SSC has program management responsibility for managing all of the Agency's rocket propulsion test assets.

**5.9.3.2** SSC has program management responsibility for systems engineering for Earth Science applications in support of other Federal agencies for the enhancement of their decision support systems.

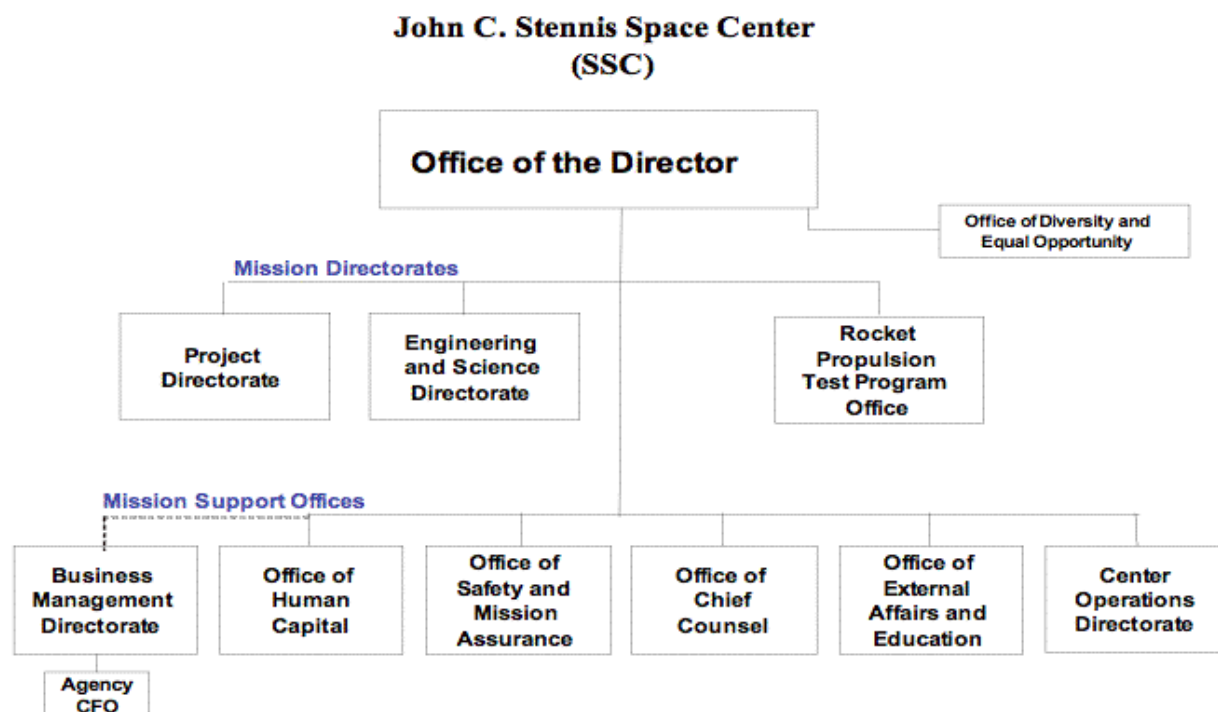
**5.9.3.3** Center implementation of Agency and Mission Directorate policy and programmatic direction regarding investments, facilities, and personnel competencies, especially in the context of resolving disputes, are coordinated through NASA's Space Operations Mission Directorate, because the workload of the Center is dominated by business

lines emanating from this directorate.

5.9.3.4 SSC is a support Center to other Centers in their lead program roles.

5.9.3.5 Promotes the Agency's strategic goals and, with common purpose of achieving NASA's Vision and Mission, support all of the Agency's Mission Directorates and Centers.

5.9.4 LINE OF SUCCESSION. In the following order: Deputy Director, Stennis Space Center; Associate Director, Stennis Space Center; Director, Propulsion Test Directorate; and Director, Center Operations Directorate.



Change 20?March 14, 2006

## 5.10 NASA Engineering and Safety Center (NESC)

5.10.1 MISSION. The NESC, managed at the Langley Research Center, serves as a major Agencywide technical resource focused on engineering excellence supporting the safety and success of NASA missions. The NESC provides independent engineering and technical expertise to evaluate technical problems and supplement Center-based engineering and safety activities for NASA programs. The NESC shall perform independent engineering assessments, analysis, and testing to assure technical adequacy, thus, safety of NASA activities. In relation to the Center's mission, the term "safety" encompasses those aspects of NASA system designs and operations that are important to mission success and that relate to potential risks to the public, to NASA, and to contractor flight and ground personnel. The term "engineering" signifies any of the professional technical design, manufacturing, and operational disciplines, including systems engineering and the various assurance engineering disciplines. The NESC serves the safety and mission assurance, engineering, and program/project communities as a value added, independent resource.

5.10.2 RESPONSIBILITIES. The NESC Director reports directly to the Director, Langley Research Center, in support of the Chief Engineer and the Chief Safety and Mission Assurance Officer, and performs the following activities:

5.10.2.1 Provides a centralized location for the management of independent engineering assessment supported by expert personnel and state-of-the-art tools and methods for the purpose of assuring safety.

5.10.2.2 Performs independent engineering review, analysis, and testing to uncover technical vulnerabilities and to determine the appropriate preventive or corrective action for NASA programs.

5.10.2.3 Performs independent safety and engineering trend analyses and technical risk assessments utilizing program and discipline data sources and state-of-the-art tools and techniques while looking for trends across and within

programs.

5.10.2.4 Provides technical leadership and expertise in support of Agency engineering and safety and mission assurance assessments and reviews (provides recommendations certifying the adequacy of areas reviewed).

5.10.2.5 Facilitates and/or leads mishap investigations. Analyzes Agency mishap and close-call data for trends and causes, develops countermeasures for root causes, and disseminates information on analysis results.

5.10.2.6 Promotes continual improvement of engineering and safety within NASA by capturing, disseminating, and using knowledge gleaned both inside and outside the Agency.

5.10.2.7 Assesses and validates existing analytical techniques, engineering standards, models, simulations, and other tools for adequacy and capability. Enhances or corrects deficient analytical techniques and tools and develops advanced assessment techniques and tools.

5.10.2.8 Participates as appropriate in Agency engineering and system safety training and mentoring programs.

### 5.10.3 SPECIAL RELATIONSHIPS.

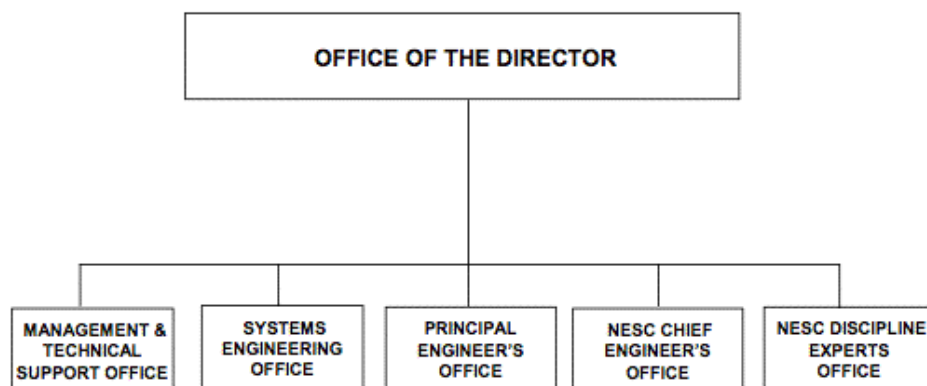
5.10.3.1 The NESC Director reports to the Director, Langley Research Center.

5.10.3.2 The Chief Safety and Mission Assurance Officer and the Chief Engineer jointly establish program direction that the Director, Langley Research Center, will implement through the NESC. The Chief Safety and Mission Assurance Officer, the Chief Engineer, and the Director, Langley Research Center, will establish an agreed-upon process for integrating and implementing this program direction. The Chief Safety and Mission Assurance Officer assures the proper formulation and adequacy of the NESC budget.

5.10.3.3 NASA Centers provide technical personnel to support operation of the NESC as requested by the NESC Director, consistent with program direction.

5.10.4 LINE OF SUCCESSION. Deputy Director, NASA Engineering and Safety Center; Deputy Director for Safety, NASA Engineering and Safety Center; and Management and Technical Support Office Manager, NASA Engineering and Safety Center.

## NASA Engineering and Safety Center (NESC)



Change 1?September 21, 2004

## 5.11 NASA Shared Services Center (NSSC)

5.11.1 MISSION. The NASA Shared Services Center (NSSC), located at Stennis Space Center, serves as a major Agencywide service resource that provides timely, accurate, high quality, cost effective, and customer-focused services for NASA. The NSSC serves the Information Technology (IT), Financial Management, Procurement, and Human Resources communities as a value added, independent resource. Increased operational efficiency and improved overall customer service will be achieved through consolidated business and technical services. By achieving synergy within and across functions the NSSC will reduce resource requirements for institutional support areas and position NASA for further business process improvements and innovations.

#### 5.11.2 RESPONSIBILITIES.

5.11.2.1 The NSSC Executive Director reports directly to the Associate Administrator for Institutions and Management, and is responsible for the following:

5.11.2.2 Provides timely, accurate, high quality, cost effective, and customer-focused support for selected NASA business and technical services.

5.11.2.3 Processes transactional work in the areas of IT, Financial Management, Procurement, and Human Resources for NASA.

5.11.2.4 Provides effective and consistent services for all employees and vendors by standardizing business processes and integrating systems and technology.

5.11.2.5 Implements an organization that employs shared services leading practices in management and process development.

5.11.2.6 Promotes the Agency's strategic goals with the common purpose of achieving NASA's Vision and Mission by providing support Agencywide.

#### 5.11.3 SPECIAL RELATIONSHIP

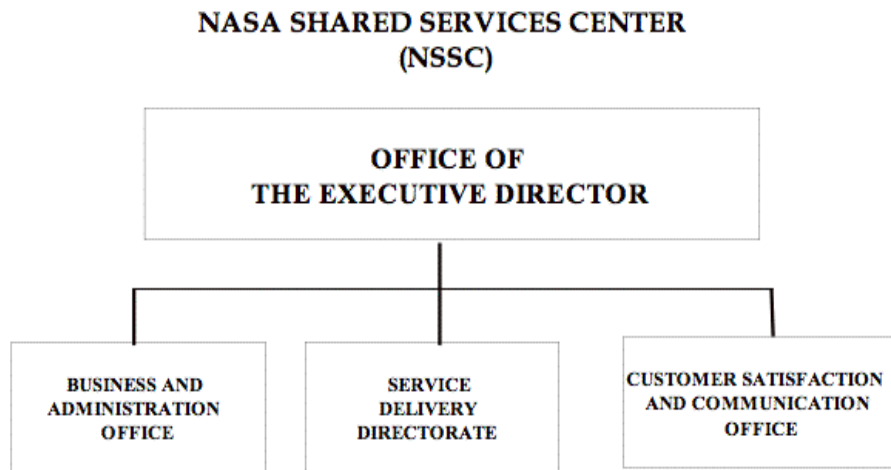
5.11.3.1 NSSC shares an infrastructure alliance with Stennis Space Center to minimize infrastructure duplication.

5.11.3.2 Works in cooperation with the following officials to provide services at the NSSC:

- a. Chief Financial Officer to provide management of financial management services.
- b. Assistant Administrator for Human Capital Management to provide management of human resources services.
- c. Chief Information Officer to provide management of information technology (IT) services.
- d. Assistant Administrator for Procurement to provide management of procurement services.

5.11.4 LINE OF SUCCESSION. In the following order: Deputy Director, NSSC; Director for Service Delivery Directorate, NSSC; Director for Business and Administration Office, NSSC; and Director of Customer Satisfaction and Communications Office, NSSC.

Change 14?August 26, 2005



Change 14?August 26, 2005



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## Chapter 6: Charters for NASA Councils, Committees, Boards, and Panels

### 6.1 NASA Charters

Charters establish councils, boards, committees, and panels mandated by statute, the NASA Administrator, or Officials-in-Charge of Headquarters Offices. To the extent that a group is established by law, directive, or other authority, the charter cites specific authority.

Council, board, committee, and panel chairs shall ensure meeting preparation, efficiency, and follow up on actions. Members are expected to attend and participate in scheduled meetings. The respective charters shall have provisions for sunset dates and periodic critical assessments of performance.

#### 6.1.1 Councils

Councils will only be established in areas of Agencywide (corporate) significance, supporting topics with responsibilities that cross several organizations. The activities addressed by a council will warrant Chief or Associate/Assistant Administrator-level participation. Councils will be chaired by Officials-in-Charge of Headquarters Offices.

#### 6.1.2 Boards

Boards will only be established in areas of Agencywide (corporate) significance, supporting topics with responsibilities that cross several organizations. The activities addressed by the board will warrant Deputy Chief or Deputy Associate/Assistant Administrator-level participation.

#### 6.1.3 Committees and Panels

Committees and panels will only be established as supporting activities for councils and boards, or to address significant topics as requested by Mission Directorates or Mission Support Offices and will still require Associate/Assistant Administrator or Deputy Associate/Assistant Administrator-level participation.

### 6.2 Federal Advisory Committee Act (FACA) Committees

In 1972, the Federal Advisory Committee Act (FACA) (5 U.S.C. Appendix 1) was enacted by Congress. FACA sets strict Governmentwide requirements for the establishment, operation, oversight, and termination of any group established by the Government for the purpose of providing advice to the Government and which includes any non-Government employees in its membership.

NASA currently has 26 full Federal Advisory Committees. Many of these committees in turn have subcommittees and task forces. The charters for NASA's advisory committees are maintained and renewed in accordance with the procedures stipulated in FACA and in 41 CFR Subpart 101-6.10.

FACA requires a Committee Management Officer at each agency to provide management oversight of its respective advisory committees, ensure agency compliance with FACA provisions, and administer the chartering process. Governmentwide oversight of FACA committees is provided by the U.S. General Services Administration (GSA). Unless the renewal of a committee charter is justified under the FACA, the charter automatically expires after a 2-year period (or as otherwise provided by law).

The 26 NASA-chartered Federal Advisory Committees are shown below with their GSA advisory committee numbers and the responsible NASA offices.

Committee	GSA No.	Responsible Office
Aerospace Safety Advisory Panel (ASAP)	136	Office of the Chief Safety and Mission Assurance Officer
Return to Flight Task Group (RTF)	16600	Space Operations Mission Directorate
Summit Industry Panel 2005	22800	Space Operations Mission Directorate
Robotic and Human Exploration of Mars Strategic Roadmap Committee	22871	Advanced Planning and Integration Office
Solar System Exploration Strategic Roadmap Committee	24623	Advanced Planning and Integration Office
Search for Earth-Like Planets Strategic Roadmap Committee	24624	Advanced Planning and Integration Office
Exploration Transportation System Strategic Roadmap Committee	24625	Advanced Planning and Integration Office
International Space Station Strategic Roadmap Committee	24626	Advanced Planning and Integration Office
Space Shuttle Strategic Roadmap Committee	24627	Advanced Planning and Integration Office
Universe Exploration Strategic Roadmap Committee	24628	Advanced Planning and Integration Office
Earth Science and Applications from Space Strategic Roadmap Committee	24629	Advanced Planning and Integration Office
Sun-Solar System Connection Strategic Roadmap Committee	24630	Advanced Planning and Integration Office
Aeronautical Technologies Strategic Roadmap Committee	24631	Advanced Planning and Integration Office
Education Strategic Roadmap Committee	24633	Advanced Planning and Integration Office
Nuclear Systems Strategic Roadmap Committee	24632	Advanced Planning and Integration Office
Robotic and Human Lunar Exploration Strategic Roadmap Committee	24622	Advanced Planning and Integration Office
NASA Advisory Council (NAC)	1071	Office of External Relations
Full Committees of the NASA Advisory Council:		
Aeronautics Research Advisory Committee (ARAC)	1065	Aeronautics Research Mission Directorate
Earth System Science and Applications Advisory Committee (ESSAAC)	1805	Science Mission Directorate
Minority Business Resource Advisory Committee (MBRAC)	24	Office of Small and Disadvantaged Business Utilization
Space Science Advisory Committee (SScAC)	1073	Science Mission Directorate

Planetary Protection Advisory Committee (PPAC)	10722	Science Mission Directorate
Aerospace Medicine and Occupational Health Advisory Committee (AMOHAC)	13848	Office of the Chief Health and Medical Officer
Education Advisory Committee (EAC)	16615	Office of the Chief Education Officer
Exploration Systems Advisory Committee	22802	Exploration Systems Mission Directorate
Financial Audit Advisory Committee	22801	Office of the Chief Financial Officer

Charters for these committees are kept by the NASA Advisory Committee Management Officer, Office of External Relations, NASA Headquarters.

## 6.3. NASA Strategic Planning Council

### 6.3.1 PURPOSE

The NASA Strategic Planning Council (the "Council") serves as NASA's senior decision-making body for Agency strategic direction and planning. The Council provides systematized and integrated strategic direction and planning to all NASA Headquarters directorates and offices for implementation.

### 6.3.2 APPLICABILITY/SCOPE

6.3.2.1 This charter applies to NASA Headquarters and NASA Centers, including Component Facilities.

6.3.2.2 The scope of the Council encompasses all activities conducted by NASA, including robotic and human exploration, observation and study of the universe and our solar system including planet Earth, aeronautics, and development of all required capabilities and technologies.

### 6.3.3 AUTHORITY

42 U.S.C. 2473(c)(1), Section 203(c)(1) of The National Aeronautics and Space Act of 1958, as amended.

### 6.3.4 FUNCTIONS

6.3.4.1 Specific Council activities include:

- a. Defining the Agency's vision and mission.
- b. Developing NASA strategic direction, goals, and policies.
- c. Providing top-level guidance for the formulation of a NASA Strategic Plan.
- d. Guiding development, review, and approval of an integrated Agency Strategic Plan and its associated near-term tactical plans.
- e. Reviewing and approving Agency-level requirements for all NASA programs.
- f. Approving the overall Agency budget and performance plans.
- g. Reviewing and approving major new initiatives.
- h. Approving metrics for measuring the Agency's progress toward its goals.
- i. Serving as the senior forum for decisions on all strategic Agency-level issues.

6.3.4.2 The NASA Administrator appoints a Director of Advanced Planning to facilitate the assessment, analysis, and preparation for decision-making on all matters considered by the Council. In particular, the Director of Advanced Planning facilitates the preparation and integration of all elements of the Agency Strategic Plan.

### 6.3.5 MEMBERSHIP

6.3.5.1 The membership of the Council shall include the following positions:

- a. Administrator (Chairperson)
- b. Deputy Administrator
- c. Associate Deputy Administrator for Systems Integration
- d. Mission Associate Administrators
- e. Associate Administrator for Institutions and Management
- f. Director, Advanced Planning (ex officio)
- g. Chief of Strategic Investments (ex officio)
- h. Exploration Chief Scientist (ex officio)

6.3.5.2 The Chief of Staff serves as the Executive Secretary of the Council and facilitates the activities of the Council, coordinates meeting agendas, distributes minutes, and ensures that information required for Council deliberations is distributed to the members on a timely basis.

#### 6.3.6 MEETINGS

The Council meets twice each month for regular sessions and as necessary for emergent, time critical matters.

#### 6.3.7 DURATION

The Council will remain in existence indefinitely.

#### 6.3.8 ASSESSMENT

The Council provides assessment of its performance through required reporting of accomplishments to the Office of Management and Budget and the Congress.

#### 6.3.9 RECORDS

The Executive Secretary is responsible for the maintenance of all records associated with the Council, including this charter.

### 6.4 NASA Operations Council

#### 6.4.1 PURPOSE

6.4.1.1 The NASA Operations Council serves as NASA's senior decision-making body for integrated Agency tactical and operational activities, ensuring timely and effective implementation of the long-term strategies approved by the NASA Strategic Planning Council. The Operations Council provides direction to all NASA Headquarters directorates and offices for implementation. The scope of the Operations Council encompasses all activities conducted by NASA.

#### 6.4.2 APPLICABILITY/SCOPE

This charter applies to NASA Headquarters and NASA Centers, including Component Facilities.

#### 6.4.3 AUTHORITY

42 U.S.C. 2473(c)(1), Section 203(c)(1) of The National Aeronautics and Space Act of 1958, as amended.

#### 6.4.4 FUNCTIONS

6.4.4.1 Specific Operations Council activities include:

- a. Ensuring implementation of Agency policies and establishment of plans necessary to achieve strategic goals and objectives.
- b. Establishing Agency-level requirements and implementing configuration control for all Agency-level and Directorate-level requirements for major Agency programs.
- c. Establishing an integrated set of metrics for approval by the Strategic Planning Council to measure the Agency's progress toward its goals. When necessary, identifying corrective actions to address areas of poor performance.
- d. Providing a venue for receiving progress reports from the Chairs of the Agency Program Management Committee

and the Institutional Committee on status of integrated metrics.

e. Serving as the forum within which key Agency-level integrated tactical and operational concerns can be discussed and resolved.

6.4.4.2 The Associate Administrator for the Office of Institutions and Management will coordinate the assessment, analysis, and preparation for decision-making on matters considered by the Council.

#### 6.4.5 MEMBERSHIP

6.4.5.1 The membership of the Operations Council shall include the following positions:

- a. Deputy Administrator (Chairperson)
- b. Associate Deputy Administrator for Systems Integration
- c. Chief of Staff
- d. Mission Associate Administrators
- e. Associate Administrator for Institutions and Management
- f. Chief Safety and Mission Assurance Officer
- g. Chief Education Officer
- h. Chief Financial Officer
- i. Chief Health and Medical Officer
- j. Chief Scientist
- k. Chief Engineer
- l. Chief of Strategic Communications
- m. Chief Information Officer
- n. General Counsel
- o. Deputy Chief Financial Officer for Resources (Comptroller)
- p. Assistant Deputy Administrator for Internal Operations (ex officio)

6.4.5.2 The Executive Secretary of the Operations Council will facilitate the activities of the Council, coordinate meeting agendas, distribute minutes, and ensure that information required for Council deliberations is distributed to the members on a timely basis.

#### 6.4.6 MEETINGS

The Operations Council will meet weekly, and special sessions will be scheduled as necessary for emergent, time critical matters. Actions will be tracked via the correspondence management and action tracking system.

#### 6.4.7 DURATION

The Operations Council will remain in existence indefinitely.

#### 6.4.8 ASSESSMENT

The Operations Council will provide an annual report of accomplishments to the NASA Strategic Planning Council for assessment of performance.

#### 6.4.9 RECORDS

The Executive Secretary is responsible for the maintenance of all records associated with the Operations Council, including this charter.

## 6.5 Institutional Committee (IC)

## 6.5.1 PURPOSE

6.5.1.1 This charter establishes the Institutional Committee (IC) and sets forth its functions, membership, meetings, duration, assessment, and records retention in support of the NASA Operations Council.

6.5.1.2 The IC is the decision-making body of the Agency institutional strategies, priorities, resources, and management issues that enable NASA to establish and execute its long-term strategic goals, accomplish near-term activities, and provide the corporate capabilities needed to pursue both.

## 6.5.2 APPLICABILITY/SCOPE

This charter applies to NASA Headquarters and NASA Centers, including Component Facilities. The scope of the IC strategic and functional leadership and management role is Agencywide.

## 6.5.3 AUTHORITY

42 U.S.C. 2473(c)(1), Section 203(c)(1) of The National Aeronautics and Space Act of 1958, as amended.

## 6.5.4 FUNCTIONS

6.5.4.1. The IC has primary responsibility and authority for executing this charter, establishing and approving Agency institutional strategies, priorities, and resource requirements consistent with Agency strategic planning, or taking recommendations forward to the NASA Operations Council.

6.5.4.2 The IC supports the Administrator and the NASA Operations Council by:

- a. Evaluating the integrated planning and implementation of Agency institutional assets and capabilities to meet established commitments.
- b. Providing an integrated process for establishing, examining, approving, and monitoring the content, schedules, and costs associated with corporate activities.
- c. Examining Center General and Administrative (G&A) and service pool content and management across the Agency focused on consistency with Agency policy, alignment with Agency strategic priorities, and sharing best practices. The IC will also disposition disputes related to Center G&A and service pools.
- d. Identifying, integrating, and assessing institutional requirements in support of the Agency strategic needs, including providing a forum for vetting the annual Strategic Institutional Investment Plan in advance of presentation to the NASA Operations Council and the Strategic Planning Council.
- e. Providing a forum for addressing special issues arising in the planning and execution of the Agency's institutional strategies.

## 6.5.5 MEMBERSHIP

6.5.5.1 The membership of the IC shall include the following:

- a. Associate Administrator for Institutions and Management, Chairperson
- b. Associate Deputy Administrator for Systems Integration
- c. Chief Safety and Mission Assurance Officer
- d. Mission Deputy Associate Administrators
- e. Chief Financial Officer
- f. Chief Information Officer
- g. Chief Engineer
- h. Director, Institutions Planning and Investment Office
- i. Assistant Administrator for Human Capital Management
- j. Assistant Administrator for Infrastructure and Administration
- k. General Counsel

## I. Chief Education Officer

### m. Director, Advanced Planning and Integration Office

6.5.5.2 Special members, including Center Directors, will be invited by the Chairperson to attend specific meetings on selected topics.

6.5.5.3 The Chairperson may change the membership or designate temporary members by memorandum at any time. Such changes shall be effective immediately and be reflected in subsequent revisions to this charter.

6.5.5.4 The Chairperson is responsible for appointing an Executive Secretary for the IC. The Executive Secretary will facilitate the activities of the IC, coordinate meeting agendas, distribute minutes, and ensure that information required for IC deliberations is distributed to the members on a timely basis.

### 6.5.6 MEETINGS

The IC will meet monthly for regular sessions and as necessary for emergent, time-critical matters.

### 6.5.7 DURATION

The IC will remain in existence indefinitely.

### 6.5.8 ASSESSMENT

The IC will provide an annual report of accomplishments to the NASA Operations Council for assessment of performance.

### 6.5.9 RECORDS

The Executive Secretary is responsible for the maintenance of all records associated with the IC, including this charter.

## 6.6 Program Management Committee

### 6.6.1 PURPOSE

6.6.1.1 This charter establishes the system of NASA Program Management Committees (PMCs) and establishes a hierarchy for these committees, provides specific administrative requirements for the Agency PMC, and describes a generic process for establishing and operating subsidiary Mission and Center PMCs.

6.6.1.2 The PMC hierarchy oversees and directs the formulation and implementation of all Agency programs and projects. This includes flight, research, technology, operations, services, programs, and projects as defined in NPR 7120.5, NASA Program and Project Management Processes and Requirements.

6.6.1.3 The Committee supports the Deputy Administrator and the NASA Operations Council by:

- a. Providing a uniform system for formulating, approving, implementing, and evaluating Agency programs and associated projects.
- b. Providing a uniform process for establishing commitments for program and project schedules, budgets, and technical requirements necessary to meet mission requirements and theme goals; for assessing progress in meeting commitments; for ensuring that program and project execution and commitments remain consistent with NASA's needs; and for recommending and directing actions necessary to ensure that commitments are met or modified, consistent with Agency policy.
- c. Performing oversight and approval during formulation, implementation, and continuing execution of all NASA programs and projects, or recommending alternative actions, including termination of programs and projects when appropriate.

### 6.6.2 APPLICABILITY/SCOPE

This charter applies to NASA activities, including NASA Headquarters, NASA Centers, and Component Facilities.

### 6.6.3 AUTHORITY

42 U.S.C. 2473(c)(1), Section 203(c)(1) of The National Aeronautics and Space Act of 1958, as amended.

### 6.6.4 FUNCTIONS



6.6.4.1 The PMC hierarchy consists of the following elements, which are assigned cognizance for oversight of programs based on their size and risk as described in NPR 7120.5:

- a. An Agency PMC, under the direction of the Associate Deputy Administrator for Systems Integration (Chairperson), that has primary responsibility and authority for executing this charter. The Agency PMC will serve as a forum to address coordination of programs across Mission Directorates.
- b. Mission PMCs, under the direction of each Mission Associate Administrator, that have oversight authority for those specific programs and projects assigned per NPR 7120.5, or delegated by the Agency PMC.
- c. Center PMCs, under the direction of each Center Director, that have oversight authority for specific programs and projects assigned per NPR 7120.5, or delegated by the Mission PMCs.

6.6.4.2 For each program and project, one of these Committees (referred to as the Governing PMC (GPMC)) has primary responsibility for evaluating the cost, schedule, and technical content of the program or project to ensure that NASA is meeting the commitments specified in the relevant management documents.

6.6.4.3 The PMCs evaluate the formulation and implementation of Agency programs and projects to ensure that they are consistent with Agency strategic needs, can be executed within available resources, and are being conducted in accordance with the established requirements to meet their committed technical scope, budget, and schedules.

6.6.4.4 Program and Project Formulation and Implementation. The PMCs:

- a. Perform oversight and approval during formulation and implementation and monitor progress during development. The PMCs also perform periodic progress assessments and provide status evaluations. When authority for oversight and direction of specific programs and projects has been delegated to a Mission PMC or Center PMC, approvals, assessments, and status evaluations are reported to the next highest level PMC.
- b. Periodically review and assess programs and projects via independent review teams, status reviews, and special briefings. The Deputy Chief Engineer for Program Assessment will approve the Independent Review Team.

6.6.4.5 In accomplishing these functions, the PMCs will address program formulation and implementation-related matters as documented in 7120.4, Program/Project Management, and NPR 7120.5, NASA Program and Project Management Processes and Requirements.

6.6.4.6 The Executive Secretary will facilitate the activities of the PMC, coordinate meeting agendas, distribute minutes, and ensure that information required for PMC deliberations is distributed to the members on a timely basis.

6.6.4.7 At the discretion of the Chairperson, a Program Management Committee Working Group may be established to provide support for the PMCs when requested.

## 6.6.5 MEMBERSHIP

6.6.5.1 The membership of the Agency Program Management Committee includes:

- a. Associate Deputy Administrator for Systems Integration (Chairperson)
- b. Associate Administrator for Institutions and Management
- c. Deputy Mission Associate Administrators
- d. Chief Engineer (Deputy Chairperson)
- e. Chief Safety and Mission Assurance Officer
- f. Deputy Chief Financial Officer for Resources (Comptroller)
- g. Chief Scientist
- h. General Counsel
- i. Deputy Chief Engineer for Program Assessment
- j. Assistant Administrator for External Relations
- k. Assistant Administrator for Procurement

l. Chief Education Officer

m. Chief Financial Officer

n. Director, Advanced Planning and Integration Office

6.6.5.2 Special members may be invited by the Chairperson to attend specific meetings in order to address selected topics.

6.6.5.3 The Chairperson is responsible for presenting the status and assessment results and recommendations to the NASA Deputy Administrator and NASA Operations Council.

#### 6.6.6 MEETINGS

Each PMC shall meet at the call of its Chairperson as required, but no less than quarterly.

#### 6.6.7 DURATION

Each PMC will remain in existence indefinitely.

#### 6.6.8 ASSESSMENT

The Agency PMC will provide an annual report of accomplishments to the NASA Operations Council for assessment of performance.

#### 6.6.9 RECORDS

Each PMC Executive Secretary is responsible for the maintenance of all records associated with the respective PMC. The principal form of records shall be distributed meeting minutes, including presentation materials and related actions, agreements, and commitments. The Agency PMC Executive Secretary is responsible for the maintenance of this charter.

## 6.7 Engineering Management Board

#### 6.7.1 PURPOSE

6.7.1.1 This charter establishes the NASA Engineering Management Board (EMB) and sets forth its functions, membership, meetings, duration, assessment, and records disposition.

6.7.1.2 The EMB is established to provide advice, counsel, and make recommendations for consideration by the Chief Engineer relating to maintaining and improving all aspects of engineering capability in order to ensure engineering excellence within NASA.

#### 6.7.2 APPLICABILITY/SCOPE

This charter applies to NASA Headquarters and all NASA Centers, including Component Facilities.

#### 6.7.3 AUTHORITY

42 U.S.C. 2473 (c) (1), Section 203 (c) (1) of the National Aeronautics and Space Act of 1958, as amended.

#### 6.7.4 FUNCTIONS

6.7.4.1 The EMB will provide guidance for development, coordination, review, assessment, and deployment of Agency engineering activities related to policies, standards, methods, capabilities, and training.

6.7.4.2 The EMB will serve as a focus for continual improvement of engineering activities within NASA through the continuous capture, dissemination, and utilization of corporate knowledge gleaned through internal Agency activity, as well as through benchmarking activities of external organizations.

6.7.4.3 The EMB will annually review and provide input to the Office of the Chief Engineer's Functional Leadership Plan, including definition of related technical metrics. It will also periodically assess the status of existing programs sponsored by the Office of the Chief Engineer and make recommendations on objectives, scope, approach, and related items.

6.7.4.4 The EMB may charter ad hoc working groups as needed to guide Agencywide policy and approach in specific technical areas. The EMB will periodically (at least annually) assess their progress and approve continuance, if

appropriate.

6.7.4.5 The EMB will serve as an advocate and focal point for support to independent technical reviews of NASA programs, technology, and advanced development activities as requested by the Administrator, the Program Management Committee, or the NASA Chief Engineer.

#### 6.7.5 MEMBERSHIP

6.7.5.1 The members of the EMB are:

- a. Chief Engineer, Chairperson.
- b. Deputy Chief Engineer, Engineering Policy and Requirements.
- c. Mission Directorates? Senior Engineering Official (as defined by each Mission Associate Administrator).
- d. All NASA Center officials responsible for developing and maintaining the engineering capability that supports the Centers? mainstream programs and projects (as defined by each Center Director) and the Jet Propulsion Laboratory (JPL) Principal Engineering Official.
- e. Chief Safety and Mission Assurance Officer.
- f. Director, Facilities Engineering Division (Headquarters).
- g. EMB Executive Secretary (as appointed by the Chair).
- h. Jet Propulsion Laboratory (JPL) Principal Engineering Official is invited to participate as a nonvoting advisory member who may provide advice and recommendations to the Board but who does not have deliberative or consensus-building authority.

6.7.5.2 The Chief Engineer will determine additional attendance at meetings and may designate temporary members or invite other representatives at any time, including representatives from industry, academia, international partners, national labs, and other Government agencies.

#### 6.7.6 MEETINGS

The EMB shall meet at the call of the Chair and at least semiannually. The Office of the Chief Engineer will establish the agenda in consultation with the members.

#### 6.7.7 DURATION

The EMB will remain in existence at the discretion of the Chair.

#### 6.7.8 ASSESSMENT

The EMB will provide an annual report of accomplishments to the NASA Operations Council for assessment of performance.

#### 6.7.9 RECORDS

The NASA Chief Engineer is responsible for the maintenance of this charter and all other records associated with the EMB.

## 6.10 Chief Financial Officer Board

#### 6.10.1 PURPOSE

6.10.1.1 This charter establishes the CFO Board and sets forth its functions, membership, meetings, duration, assessment, and records retention.

6.10.1.2 The CFO Board is established to provide advice, counsel, and recommendations for consideration by the CFO and possible subsequent coordination with the Administrator. NASA established the Board to strengthen coordination and communication regarding all financial management support (to include resources management and procurement) of NASA missions. The CFO Board also serves as a forum to acquire and analyze information and initiatives in financial and resources management.

#### 6.10.2 APPLICABILITY/SCOPE

This charter applies to NASA Headquarters and all NASA Centers, including Component Facilities.

### 6.10.3 AUTHORITY

- a. 42 U. S. C. 2473 (c) (1), Section 203(c)(1) of the National Aeronautics and Space Act of 1958, as amended.
- b. 31 U.S.C. 501-506, 901-903, 3511 et seq., the Chief Financial Officers Act of 1990, (P. L. 101-576), as amended.
- c. NPR 1000.2, NASA Strategic Management Handbook.
- d. Office of Management and Budget Guidance on CFO Qualification Standards and CFO Organizations memorandum dated February 9, 1993.

### 6.10.4 FUNCTIONS

The NASA CFO Board has been established to strengthen coordination and communication regarding all financial areas. These areas include service and support systems, staff, standards, streamlining, and statements, as well as other financial management matters. The Board is expected to coordinate and advise on the activities of the Agency on matters such as development and implementation of financial management systems, improved quality of financial management information, enhanced financial management information standards, management controls, professional development standards, and any other matters that will facilitate financial management excellence and related support of NASA's missions. The NASA CFO Board also will serve as a forum to develop and analyze information, monitor progress, resolve issues, coordinate activities, and develop consensus on new directions/initiatives in NASA's financial management.

### 6.10.5 MEMBERSHIP

The Board is composed of key NASA financial management officials, including a smaller Executive Group of NASA's most senior CFO leadership. The Board and Executive Group are expected to communicate regularly and meet periodically to address key NASA financial management matters.

- a. Chief Financial Officer, Chairperson\*
  - b. Deputy Chief Financial Officer\*
  - c. Comptroller
  - d. Deputy Chief Acquisition Officer\*
  - e. Director, Financial Management
  - f. Director, Center Fiscal Operations
  - g. Director, Policy and Business Integration
  - h. Center Chief Financial Officers
  - i. Center Deputy Chief Financial Officers
  - j. Assistant Administrator for Infrastructure and Administration\*
  - k. Chief Information Officer
  - l. Lead Mission Directorate Area Resource Managers
    - (1) Exploration Systems
    - (2) Space Operations
    - (3) Science
    - (4) Aeronautics Research
  - m. Lead Resources Manager for Human Capital Management
  - n. Program Executive, Integrated Financial Management Program
- \*Executive Group member

6.10.5.2 The CFO may change the membership or designate temporary members at any time. Such changes will become effective immediately and be reflected in subsequent revisions to the Charter.

#### 6.10.6 MEETINGS

The Board and/or Executive Group will meet at the call of the Chairperson.

#### 6.10.7 DURATION

This Board will remain in existence at the discretion of the Chairperson.

#### 6.10.8 ASSESSMENT

The CFO Board will provide an annual report of accomplishments to the NASA Operations Council for assessment of performance.

#### 6.10.9 RECORDS

The Office of the CFO is responsible for the maintenance of this charter and all other records associated with the CFO Board.

### 6.11 Science Council

#### 6.11.1 PURPOSE

6.11.1.1 This charter establishes the NASA Science Council and sets forth its functions, membership, meetings, duration, assessment, and records retention.

6.11.1.2 The NASA Science Council is established to provide advice, counsel, and recommendations for consideration by the Administrator and/or the NASA Operations Council relating to all aspects of science associated with NASA's flight and ground programs. The Science Council shall provide coordination of NASA's science activities and shall promote the effective public communication of NASA's science program. The NASA Science Council will serve as a forum for reviewing Agency policies, practices, and issues, as they relate to science activities; communicating and discussing interdisciplinary science goals and the national and international policies that guide their development; and developing integrated strategic science plans. The Council will participate in the Agency's process of developing recommendations for science priorities and a budget for science within NASA and will share information about operational areas of the Agency's Mission Directorates, as they relate to the quality and content of the science program. The NASA Science Council will report to the Administrator through the Chief Scientist.

#### 6.11.2 APPLICABILITY/SCOPE

This charter applies to NASA Headquarters and all NASA Centers, including Component Facilities.

#### 6.11.3 AUTHORITY

42 U.S.C. 2473 (c )(1), Section 203 (c )(1) of the National Aeronautics and Space Act of 1958, as amended.

#### 6.11.4 FUNCTIONS

6.11.4.1 Provide a continuing forum for bringing forth and reviewing Agency policies, practices, and issues from the viewpoint of the science disciplines.

6.11.4.2 Perform science assessments and develop recommendations and processes for implementation approaches for NASA-wide programs, which are not limited to, but generally include, the following areas:

- a. Science policies, standards, and processes.
- b. Science budget and priorities.
- c. Science capabilities and practices.
- d. Quality and content of science program.
- e. Integrated science strategic planning.
- f. Coordination of science activities, including external reviews.

g. Proper balance between internal and external Agency activities.

h. Public communication of NASA's science program.

6.11.4.3 Evaluate and develop recommendations on specific science and program issues upon request by the Administrator or Chief Scientist.

#### 6.11.5 MEMBERSHIP

6.11.5.1 The membership of the Council shall include the following:

- a. Chief Scientist, Chairperson
- b. Executive Secretary, appointed by the Chairperson (nonvoting)
- c. Associate Administrator for Science Mission Directorate
- d. Associate Administrator for Exploration Systems Mission Directorate
- e. Chief Health and Medical Officer
- f. Chief Scientist for Exploration
- g. Ex officio members
  - (1) Chief Engineer
  - (2) Chief Financial Officer
  - (3) Chief Education Officer
  - (4) Chief Information Officer

6.11.5.2 A representative from each NASA Center and the Jet Propulsion Laboratory (JPL) also serves as ex officio members. The JPL representative is invited to participate as a nonvoting advisory member who may provide advice and recommendations to the Board but who does not have deliberative or consensus-building authority.

6.11.5.3 The Administrator may change the membership or designate temporary members at any time. Such changes will become effective immediately and be reflected in subsequent revisions to the charter.

#### 6.11.6 MEETINGS

Council meetings will be held as needed, but at least quarterly.

#### 6.11.7 DURATION

This charter will be updated every 2 years, or at the request of the Administrator.

#### 6.11.8 ASSESSMENT

The NASA Science Council will provide an annual report of accomplishments to the NASA Operations Council for assessment of performance.

#### 6.11.9 RECORDS

The Office of the Chief Scientist is responsible for the maintenance of this charter and all other records associated with the NASA Science Council.

## 6.12 NASA Software Steering Board (SSB)

### 6.12.1 PURPOSE

6.12.1.1 This charter establishes the NASA Software Steering Board (SSB) and sets forth its functions, membership, meetings, duration, assessment, and records retention.

6.12.1.2 The purpose of the SSB is to strengthen Agencywide coordination and communication of cross-cutting software investments, issue resolutions, responses to significant external surveys/audits/reviews, and the establishment of policies affecting the Agency. For the purpose of this Board, the term "software" includes, but is not limited to, the



areas of software engineering, software assurance (of which software independent verification and validations is a part), software management, software-related research, and training in software disciplines. The SSB utilizes the existing software organizations, groups, and teams to assist in the fulfillment of action items and functions.

#### 6.12.2 APPLICABILITY/SCOPE

This charter applies to NASA Headquarters and all NASA Centers, including Component Facilities, and to the Jet Propulsion Laboratory to the extent specified in its contract.

#### 6.12.3 AUTHORITY

- a. 42 U.S.C. 2473 (c) (1), Section 203 (c) (1) of the National Aeronautics and Space Act of 1958, as amended.
- b. 40 U.S.C. 1401 (Clinger-Cohen Act).
- c. NPD 2820.1, NASA Software Policies.
- d. NPG 1000.2, NASA Strategic Management Handbook.

#### 6.12.4 FUNCTIONS

6.12.4.1 The Board shall provide inputs to assist in the fulfillment of the NASA Strategic Plan, including Implementation Plans, with respect to software.

6.12.4.2 The Board shall address executive-level software issues and related assets that cut across organizational (Headquarters) responsibilities. The Board shall facilitate an integrated systems approach for software investments, consistent with the NASA information technology capital planning and investment control (CPIC) process.

6.12.4.3 Board members are responsible for representing their home organizations to the Board. Members are also responsible for communicating and facilitating within their home organizations the appropriate implementation of Agency strategies and SSB resolutions.

6.12.4.4 The Board shall coordinate integrated responses to significant external software surveys, audits, and reviews that cut across organizational (Headquarters) responsibilities.

6.12.4.5 The Board shall coordinate and integrate the structure of the Agency's NASA Policy Directives (NPD) and NASA Procedural Requirements (NPR) pertaining to software and make recommendations for changes to NASA management through the Chief Engineer.

6.12.4.6 The Board will advise the Chief Engineer, the Chief Information Officer, the Chief Safety and Mission Assurance Officer, and the Associate Administrator for Aeronautics Research, at their request, regarding issues in their areas of cognizance per NPDs and NPRs.

#### 6.12.5 MEMBERSHIP

6.12.5.1 The SSB members are comprised of the following positions (or their designated senior representatives):

- a. Chief Engineer, Chairperson
- b. Chief Information Officer
- c. Associate Administrator for Space Operations Mission Directorate
- d. Chief Safety and Mission Assurance Officer
- e. Associate Administrator for Aeronautics Research Mission Directorate
- f. Associate Administrator for Science Mission Directorate
- g. Associate Administrator for Exploration Systems Mission Directorate
- h. General Counsel (nonvoting advisor)

6.12.5.2 The Executive Secretary shall be appointed by the Chairperson. The Chairperson will determine additional attendance at Board meetings and may designate temporary members or invite other representatives at any time, including representatives from industry, academia, and other Government agencies. These additional attendees, temporary members, and representatives will be nonvoting.



## 6.12.6 MEETINGS

The SSB shall meet at the call of the Chair, at least quarterly. The Executive Secretary will recommend, and the Chair will approve, the agenda based on suggested topics from Board members or from elsewhere within NASA.

## 6.12.7 DURATION

The Board will remain in existence at the discretion of the Chair.

## 6.12.8 ASSESSMENT

The SSB will provide an annual report of accomplishments to the NASA Operations Council for assessment of performance.

## 6.12.9 RECORDS

The Chief Engineer is responsible for the maintenance of this charter. All records associated with the Software Steering Board will be the responsibility of the Chief Engineer. Minutes of the meetings will be taken, distributed to the Board members, and made available upon request.

# 6.14 NASA Diversity and Equal Opportunity Board

## 6.14.1 PURPOSE

6.14.1.1 This charter establishes the NASA Diversity and Equal Opportunity (EO) Board (hereinafter referred to as the Board) and sets forth its responsibilities, membership, and relationship with other NASA offices. It also establishes NASA policy to utilize the personal leadership of its Senior Managers to address diversity and EO issues and propose solutions; to review and evaluate Agencywide diversity and equal opportunity (EO) programs; and to promote and implement diversity and EO policy, programs, and strategic planning, compliance, complaints resolution, and Alternative Dispute Resolution, including, but not limited to, diversity workforce planning, development, and retention; affirmative action pursuant to U.S. Equal Employment Opportunity Commission (EEOC) requirements; the provision of reasonable accommodations to ensure accessibility to programs, activities, and work sites; best practices of a model EO workplace consistent with EEOC guidance; EO in NASA-assisted and -conducted programs and activities.

6.14.1.2 The NASA Strategic Plan recognizes that NASA's greatest strength is its workforce. The Board will strive to foster a culture that is built on the NASA core values of safety, the NASA family, excellence, and integrity and the principles of diversity including fairness, equity, trust, respect, teamwork, communication, empowerment, commitment, and inclusion in an accessible and diverse environment that is free of discrimination.

## 6.14.2 APPLICABILITY/SCOPE

6.14.2.1 This charter is applicable to NASA Headquarters and NASA Centers, including Component Facilities.

6.14.2.2 The Board was established in 1973 as a NASA internal committee composed solely of NASA full-time employees. The establishment and continuation of the Board have been determined to be necessary and in the public interest.

## 6.14.3 AUTHORITY

- a. 42 U.S.C. 2473 (c)(1), Section 203(c)(1) of the National Aeronautics and Space Act of 1958, as amended.
- b. NPD 3713.2, Federal Equal Opportunity Programs of NASA.

## 6.14.4 FUNCTIONS

6.14.4.1 The Board is chaired by a member designated by the Administrator. The designated chairperson serves for 2 years. The Board is cochaired by the Assistant Administrator for Diversity and Equal Opportunity. Responsibilities of the chair and cochair include the following:

- a. Ensuring that the Board acts expeditiously on issues which affect NASA's diversity and EO objectives.
- b. Reporting periodically to the Administrator on the activities of the Board.
- c. Ensuring that there are written minutes of each Board meeting, communicating to the NASA Administrator on Board actions, and taking such other actions as may be required for the Board to carry out its responsibilities, consistent with the provisions of this charter.

d. Scheduling Board meetings.

6.14.4.2 Collectively, the Board members are responsible for the following:

- a. Becoming knowledgeable of diversity and EO, including, but not limited to, diversity workforce planning, development, and retention; affirmative action pursuant to EEO requirements; the provision of reasonable accommodations to ensure accessibility to programs, activities, and work sites; best practices of a model EO workplace consistent with EEOC guidance; EO in NASA-assisted and -conducted programs; and diversity and EO issues and trends, and their possible affects on NASA, its Centers, employees, and programs.
- b. Assisting Agency management in the formulation of diversity and EO policy, goals, and objectives.
- c. Helping to demonstrate commitment to diversity and EO in all NASA programs, processes, and practices at all levels throughout the Agency.
- d. Assisting in the development of internal/external outreach programs to accomplish NASA's diversity and EO objectives, addressing Agencywide and unique NASA diversity and EO issues and challenges that require Agency attention, and making recommendations for their resolution.
- e. Advising and assisting the Agency in improving internal/external communications on diversity and EO initiatives.
- f. Advising management on the implementation of the Historically Black Colleges and Universities (HBCU), Hispanic Serving Institutions (HSI), Tribal Colleges, and Other Minority Institutions? (OMI) plans.
- g. Supporting the Agency's efforts to conduct research and training programs that strengthen the infrastructure at HBCUs, Tribal Colleges, HSIs, and OMIs.
- h. Ensuring that minority- and women-owned business enterprises have an opportunity to fully participate in the performance of NASA contracts.
- i. Ensuring that Headquarters and Centers are addressing architectural and communication barriers to people with disabilities.
- j. Ensuring that Headquarters and Centers are taking appropriate steps to try to resolve allegations of employment discrimination during the informal and formal stages of the complaints process by using a variety of alternative dispute resolution processes and problem-solving techniques.
- k. Providing oversight in administering civil rights laws, regulations, and Executive orders prohibiting discrimination in NASA federally assisted and Federally conducted programs on the basis of race, color, national origin, disability, sex, and age.

6.14.5 MEMBERSHIP

- a. The following officials are permanent members of the Board and responsible for the overall implementation and management of this policy:
  - (1) Assistant Administrator for Diversity and Equal Opportunity
  - (2) Assistant Administrator for Human Capital Management
  - (3) Assistant Administrator for Infrastructure and Administration.
  - (4) Assistant Administrator for Small and Disadvantaged Business Utilization
  - (5) Chief Education Officer
  - (6) General Counsel
  - (7) Chief Financial Officer
- b. One of the following individuals from each Mission Directorate and Center will sit on the Board as term members at any one time (for purposes of this rule, the Board Chair is excluded):
  - (1) NASA Mission Directorate Associate Administrator or Deputy
  - (2) Center Director or Deputy

(3) Center Chief Counsel or Deputy

(4) Center Chief Financial Officer or Deputy

(5) Center Equal Opportunity Director/Officer or Diversity Director/Officer

c. The Board membership must always include at least one term member who is a NASA Center Equal Opportunity Director/Officer and one member who is a NASA Center Diversity Director/Officer.

d. The Mission Directorate or Center official who serves as a term member will: (1) Be appointed by the Administrator upon recommendation of the Assistant Administrator for Diversity and Equal Opportunity (AA for D&EO) and the Board Chair.

(2) Serve one 2-year term. A member may not serve two consecutive terms. Each appointment will be staggered.

e. The Board will also include a nonvoting Executive Secretary, designated by the AA for D&EO.

f. The Director of the Jet Propulsion Laboratory (JPL) and the JPL Equal Opportunity/Diversity Officer are invited to participate as nonvoting advisory members who may provide advice and recommendations to the Board but who do not have deliberative or consensus-building authority.

g. The following individuals, and others as approved by the AA for D&EO, will serve as Technical Advisors to the Board:

(1) Deputy Assistant Administrator for Diversity and Equal Opportunity

(2) Director, Diversity and EO Programs and Strategic Planning Division

(3) Director, EO Compliance, Complaints, and Alternative Dispute Resolution Division

(4) Equal Opportunity or Diversity Directors/Officers who are not members of the Board

#### 6.14.6 MEETINGS

The Board will meet semiannually or on an as-needed basis as determined by the Board Cochairs.

#### 6.14.7 DURATION

The Board will remain in existence at the discretion of the Administrator for a 2-year period. The effectiveness of the Board in meeting its mandate will be reviewed semiannually for extension or termination.

#### 6.14.8 ASSESSMENT

The NASA Diversity and Equal Opportunity Board will provide an annual report of accomplishments to the NASA Operations Council for assessment of performance.

#### 6.14.9 RECORDS

The Office of Diversity and Equal Opportunity (OD&EO) is responsible for the maintenance of this charter and all other records associated with the NASA Diversity and Equal Opportunity Board. The OD&EO will be responsible for coordinating logistics and the agenda for each Board meeting. The OD&EO will also coordinate a Board Effectiveness Self-Assessment annually to present to the Administrator.

## 6.15 NASA Employees Benefit Association

### 6.15.1 PURPOSE

6.15.1.1 This charter provides information on the organization, functions, and responsibilities of the NASA Employees Benefit Association (hereinafter referred to as the "Association") and sets forth requirements concerning the management of its financial affairs.

6.15.1.2 The Association, which is established for the sole purpose of providing low-cost group insurance to NASA employees, shall conduct its business for the mutual benefit of its members and their beneficiaries and not for profit.

### 6.15.2 APPLICABILITY/SCOPE

This chapter applies to NASA Headquarters and NASA Centers, including Component Facilities.

### 6.15.3 AUTHORITY

42 U.S.C. 2473 (c) (1), Section 203 (c) (1), of the National Aeronautics and Space Act of 1958, amended.

### 6.15.4 FUNCTIONS

6.15.4.1 The Association is responsible for administering the group life insurance contracts executed by the Administrator and the carrier and for ensuring that these contracts conform to the provisions of the Life Insurance Act of the District of Columbia (48 Stat. 1125 and amendments) and of pertinent laws of the state in which NASA Centers are located.

6.15.4.2 Funds received by the Association from any source shall be available for the necessary costs of operations.

6.15.4.3 Association funds in excess of requirements shall be returned to members as promptly as practicable in the form of reduced premiums or in such other form as the Board of Directors may decide.

6.15.4.4 All funds received by the Association shall be deposited in federally insured financial institutions or be left on deposit with the carrier.

6.15.4.5 Management of the Association shall be vested in a Board of Directors and local chapter officers.

#### a. The Board of Directors

(1) The Board of Directors shall consist of a Chairperson and Vice Chairperson, designated by the Administrator, and one chapter officer (selected by the Center Director from each local chapter).

(2) The Chairperson is authorized to sign amendments, letters of agreement, and other documents related to the administration of the Association's group insurance plan.

(3) The Vice Chairperson shall act only in the absence of the Chairperson.

(4) The Chairperson and the Vice Chairperson shall continue in office until relieved.

(5) The Board of Directors shall prescribe the policies and regulations for the operation and administration of the Association.

(6) The Board of Directors shall ensure that appropriate internal controls are provided for the financial integrity of the Association.

(7) The Board of Directors shall establish bylaws covering the policies, regulations, and controls referred to in subparagraphs (1) and (2), as well as the functions of the officers of the local chapters.

#### b. Local Chapters

(1) A local chapter shall be established at Headquarters and at each NASA Center.

(2) At each NASA Center, the Center Director shall designate local chapter officers. Local chapter officers at Headquarters shall be designated by the Associate Administrator for Institutions and Management.

(3) The officers of each local chapter shall consist of a president, vice president, and secretary-treasurer who normally shall be members of the Association.

(4) Since the substantive responsibilities of the Association are closely identified with the personnel and financial management functions, at least one local chapter officers should be designated from one of these functions.

(5) Local chapter officers shall continue in office until relieved.

### 6.15.5 MEMBERSHIP

6.15.5.1 Employees insured under any one of the Association's plans shall automatically be members of the Association.

6.15.5.2 Eligibility for membership shall be as defined in the group life insurance contracts and, generally, shall include all NASA civil service employees serving under permanent or term appointments and military personnel serving a regular assignment, in accordance with the NASA/Department of Defense agreement, as amended.

6.15.5.3 Members shall be enrolled in local chapters.

## 6.15.6 MEETINGS

6.15.6.1 An annual meeting of the Board of Directors shall be held at the call of the Chairperson of the Board.

6.15.6.2 Other meetings, convened for special purposes, may be called by the Administrator, Deputy Administrator, or the Chairperson of the Board.

6.15.7 DURATION The Association will continue in existence until disestablished.

6.15.8 ASSESSMENT The Association's Board of Directors will provide an annual report of accomplishments to the NASA Operations Council for assessment of performance.

## 6.15.9 RECORDS

6.15.9.1 The Board of Directors Chairperson shall maintain records of Board meetings and decisions, contracts and amendments, and official correspondence of the Association.

6.15.9.2 Local chapter officers will maintain records pertaining to local chapter operations.

6.15.9.3 The insurance carrier will maintain enrollment and beneficiary records.

# 6.16 Facilities Review Board

## 6.16.1 PURPOSE

6.16.1.1 This charter sets forth the functions, membership, meetings, duration, assessment, and records retention for the Facilities Review Board (FRB).

6.16.1.2 The FRB is established to foster integration, communication, coordination, and understanding of facilities and real estate (collectively, 'real property') management including policy, innovation, best practices, planning, design and construction, utilization, operation and maintenance, condition, and disposition. The FRB reports to the NASA Operations Council. The FRB includes its supporting Engineering and Construction Innovations Committee (ECIC) and Maintenance Improvement Group (MIG).

6.16.1.3 The objective of the FRB is to identify and address real property issues vital to the NASA Vision and mission as promulgated in the NASA Strategic Plan and the NASA Real Property Management Plan; provide advice, counsel, and recommendations for consideration by the NASA Operations Council, the Strategic Planning Council, the Institutional Committee, and the Administrator; foster a 'One NASA' approach to real property management; and foster the maximum return on the Agency's investments in its facilities.

## 6.16.2 APPLICABILITY/SCOPE

This charter applies to NASA Headquarters and all NASA Centers, including Component Facilities.

## 6.16.3 AUTHORITY

a. 42 U.S.C. 2473 (c)(1), Section 203 (c)(1) of the National Aeronautics and Space Act of 1958, as amended.

b. NPR 1000.2, NASA Strategic Management Handbook.

## 6.16.4 FUNCTIONS

6.16.4.1 In support of the NASA Strategic Plan and the NASA Real Property Management Plan, identify, discuss, and integrate real property issues across Mission Directorates and Mission Support Offices including condition, safety, and utilization of existing facilities; requirements for facility modifications, revitalization, and new facilities; maintenance program effectiveness; operations, including energy supply and other utility services; real estate issues and initiatives; energy-efficient design and sustainable development; avoidance or mitigation of adverse environmental impacts associated with facilities construction activities; the proposed annual construction, revitalization, repair, and maintenance programs; and fiscal performance relative to budgets.

6.16.4.2 Discuss innovations and best practices in facilities planning, real estate, engineering design, construction, operation, and maintenance that may be appropriate for NASA adoption. This includes pertinent knowledge and wisdom acquired by ECIC members and other NASA personnel from their participation in external technical associations such as the Federal Facilities Council, the Construction Industry Institute, the National Institute of Building Sciences, and many others.

6.16.4.3 Develop and provide advice, counsel, and recommendations on facilities, including levels of investment for construction, revitalization and maintenance, and priorities for corporate projects to the NASA Operations Council, the Strategic Planning Council, the Institutional Committee, the NASA Senior Executive Committee, and the Administrator.

#### 6.16.5 MEMBERSHIP

6.16.5.1 The membership of the FRB shall include the following:

- a. Assistant Administrator for Infrastructure and Administration, Chairperson.
- b. Director, Facilities Engineering and Real Property Division, Deputy Chairperson.
- c. Chief Financial Officer (CFO).
- d. Deputy Associate Administrators for Mission Directorates and Headquarters Center Executive Offices? senior representatives.
- e. Three Center representatives: one from each Mission Directorate.
- f. Director, Institutional Planning and Investment Office.

6.16.5.2 Advisory FRB members are as follows:

- a. Chief Engineer.
- b. Chief Health and Medical Officer.
- c. General Counsel.
- d. Director, Environmental Management Division.
- e. Chief Safety and Mission Assurance Officer.
- f. Assistant Administrator for Human Capital Management.
- g. Assistant Administrator for Diversity and Equal Opportunity.
- h. Assistant Administrator for Security and Program Protection.
- i. Chair, Engineering and Construction Innovations Committee (ECIC).
- j. Chair, Maintenance Improvement Group (MIG).

#### 6.16.6 MEETINGS

At the call of the Chairperson and before preparation of the Program Operating Plan, the Board shall meet to develop budget recommendations for the NASA physical plant, including approval of the facilities program. The Board shall also meet at other times as necessary, but no less than three times per year.

#### 6.16.7 DURATION

The FRB will remain in existence at the discretion of the Assistant Administrator for Infrastructure and Administration; the NASA Operations Council; and/or the Administrator.

#### 6.16.8 ASSESSMENT

The FRB will provide an annual report of accomplishments to the NASA Operations Council for assessment of performance.

#### 6.16.9 RECORDS

The Facilities Engineering and Real Property Division is responsible for maintaining this charter and all other records associated with the FRB.

## 6.17 NASA Performance Review Board

#### 6.17.1 PURPOSE



6.17.1.1 This charter establishes the NASA Performance Review Board (PRB) and sets forth its functions, membership, meetings, duration, and records retention.

6.17.1.2 The PRB is established to provide advice, counsel, and recommendations for consideration by the Administrator relating to the performance of executives, including performance ratings and bonuses.

#### 6.17.2 APPLICABILITY/SCOPE

This charter applies to NASA Headquarters, except the Office of the Inspector General, and all NASA Centers, including Component Facilities.

#### 6.17.3 AUTHORITY

5 U.S.C. 4314(c) and 5 CFR 430.307.

#### 6.17.4 FUNCTIONS

6.17.4.1 Recommends to the Administrator, through the NASA Senior Executive Committee, annual performance ratings and performance bonuses for members of the NASA Senior Executive Service (SES).

6.17.4.2 Recommends to the Administrator, through the NASA Senior Executive Committee, annual performance bonuses for incumbents of Senior Scientific and Technical (ST) and Senior Level (SL) positions.

6.17.4.3 Reviews SES annual performance appraisals and provides feedback to organization heads on their administration of the SES performance appraisal process in their organization.

6.17.4.4 Recommends to the Administrator names of SES members to be nominated for the Presidential Rank Awards of Distinguished and Meritorious.

#### 6.17.5 MEMBERSHIP

6.17.5.1 The membership of the PRB includes the following:

a. Chairperson, any Associate Deputy Administrator, Mission Directorate Associate Administrator, or Mission Support Office Head appointed by the Associate Administrator for Institutions and Management.

b. Director, Personnel Office, Office of Human Capital Management.

c. Deputy General Counsel.

d. Deputy Assistant Administrator for Diversity and Equal Opportunity.

e. Deputy Associate Administrator for Science Mission Directorate.

f. Deputy Associate Administrator for Space Operations Mission Directorate.

g. Deputy Chief Education Officer.

h. Deputy Chief Safety and Mission Assurance Officer.

i. Director, Research Support Division, Office of Aeronautics Technology.

j. Deputy Associate Administrator for Aeronautics Research.

k. Five additional members from NASA Centers appointed by the Associate Administrator for Institutions and Management to serve 3-year terms.

l. Executive Secretary, Senior Advisor for Executive Resources, Office of Human Capital Management.

6.17.5.2 The Associate Administrator for Institution and Management may change the membership or designate temporary members at any time. Such changes will become effective immediately and be reflected in subsequent revisions to the charter.

#### 6.17.6 MEETINGS

Meetings are held at the call of the Chair, as required.

#### 6.17.7 DURATION



This Board will remain in existence at the discretion of the Administrator.

#### 6.17.8 ASSESSMENT

The PRB will provide an annual report of accomplishments to the Senior Executive Committee for assessment of performance.

#### 6.17.9 RECORDS

The Personnel Office, in the Office of Human Capital Management, is responsible for the maintenance of this charter and all other records associated with the PRB.

## 6.19 NASA Medical Policy Board and Aerospace Medicine Board

#### 6.19.1 PURPOSE

This charter establishes the Medical Policy Board (MPB) at NASA Headquarters (HQ) and the Aerospace Medicine Board (AMB) at the NASA Johnson Space Center (JSC) and defines their responsibilities, membership, and functions.

#### 6.19.2 APPLICABILITY/SCOPE

This charter is applicable to NASA Headquarters, NASA Centers, including Component Facilities, all crewmembers operating spacecraft under NASA control or cognizance, and aircraft operations in support of space flight activities.

#### 6.19.3 AUTHORITY

42 U.S.C. 2473(c)(1), Section 203(c)(1) of The National Aeronautics and Space Act of 1958, as amended.

#### 6.19.4 FUNCTIONS

6.19.4.1 Medical Policy Board at HQ is responsible for health and medical policy and oversight of medical activities including: a. Evaluating and formulating medical policy governing atmospheric and space flight, by:

- (1) Reviewing, approving, and publishing NASA spacecraft and appropriate aircraft crewmember medical standards.
  - (2) Annually reviewing the process used to implement the medical standards and the status of the deviations from these standards (waivers).
  - (3) Periodically reviewing the epidemiological findings from the Longitudinal Study of Astronaut Health (LSAH).
- b. Sponsoring or conducting independent reviews to formulate or clarify health and medical policies.
- c. Assessing the efficacy of health maintenance and preventive medical measures used in human space flight for health risk reduction.
- d. Considering any policy issues related to crew medical qualifications for spacecraft or support aircraft operations.
- e. Reviewing the medical qualifications of the astronaut candidate finalists submitted by the AMB during astronaut-selection cycles in the event of an appeal.
- f. Reviewing waivers in excess of 6 months and permanent medical disqualifications.
- g. Formulating changes to medical policies and updating medical standards and procedures with the goal of health and medical risk reduction.
- h. Ensuring an independent assessment of the medical risk management process.

6.19.4.2. The Aerospace Medicine Board at JSC is primarily a clinical and implementation body for addressing crew medical qualifications. The AMB is responsible for:

a. Review of:

- (1) Findings from examinations conducted in accordance with NASA Space Flight Medical Selection and Retention (Annual) Standards and recommendation of appropriate dispositions.
- (2) Medical conditions or restrictions of any NASA flight medical evaluations when requested by a crewmember or certifying authority of a NASA-operated aircraft or spacecraft.

(3) Statistical data on morbidity and mortality from the LSAH and cumulative medical events before, during, and after space missions. b. Recommendation to the MPB of:

(1) Criteria and procedures for designation of examining facilities for medical certification for space flight.

(2) Updates to medical policies and standards.

(3) Interventions to enhance crew health and safety by reducing exposure risks.

c. Determining the medical qualifications of astronaut-candidate finalists during astronaut-selection cycles.

d. Addressing crewmember failures to meet the NASA medical standards for spacecraft or aircraft duties.

e. Issuance or denial of requests for a medical waiver as outlined in subsection 6.19.4.5.c.

f. Responding to requests from a NASA Medical Examining Officer, the Chair of the MPB, the Director of Space and Life Sciences at JSC, or the Director of Flight Crew Operations at JSC.

#### 6.19.4.3 Convening the Boards.

a. The MPB will convene annually or at the call of the Chair.

b. The AMB will be convened at the call of the Chair.

#### 6.19.4.4 Responsibilities of Chairs

a. The MPB Chair is responsible for:

(1) Convening the Board.

(2) Reviewing and disposition of recommendations for waivers for duty in excess of 6 months and permanent medical disqualifications.

(3) Approving all permanent waivers for the flight crewmembers.

(4) Formulating coordinated MPB and AMB recommendations.

b. The AMB Chair is responsible for:

(1) Convening the Board.

(2) Certifying crewmembers pre and post-space flight and before return to regular duties following space flights.

(3) The annual medical certification of astronauts with flying duties for NASA aircraft, as appropriate.

(4) Reporting medical findings which could impact medical policies and procedures to the MPB Chair.

6.19.4.5 Waivers. If the examining physician finds a disqualifying condition, then the crewmember is denied medical certification until the AMB reviews the findings.

a. A written request for a medical waiver to qualify examinee for duties should be submitted to the Chair of the AMB by the examining physician, or the examinee, within 30 working days after notification of disqualification.

b. In the interim, and until the review process is complete, the Chair of the AMB may grant a temporary waiver to the examinee for a period not to exceed 60 days.

c. The AMB will consider and issue or deny requests for a medical waiver to qualify for flight status. For those waivers of longer than a 6-month period or for permanent medical disqualifications, the AMB will submit its recommendation to the Chair of the MPB.

d. Upon receipt of the AMB recommendation and after appropriate review, the MPB Chair will inform the AMB Chair of his/her decision.

#### 6.19.5 MEMBERSHIP

##### 6.19.5.1 Medical Policy Board (MPB)

a. The Chief Health and Medical Officer (CHMO) or official designee, NASA Headquarters, is the Chair.

b. The MPB will consist of up to 15 members, all of whom must be physicians and full-time Federal employees

cognizant of aerospace medicine. To the extent possible, membership should reflect diversity and representation from NASA Centers and other Federal agencies. The Chair of the AMB will be a member of the MPB. The MPB Chair must be certified by the American Board of Preventive Medicine in the field of aerospace medicine. The Chair will appoint at least one astronaut physician to the MPB. Consultants and ad hoc advisors to the MPB, as well as guests, need not be physicians or full-time Federal employees, pursuant to paragraph d below. The NASA General Counsel, or designee, will act as an advisor to the MPB.

c. Discussion may be held on medical policy matters, medical standards, or medical and health care studies. Each member of the MPB shall have the right to voice opinions and recommendations on all matters considered by the Board. The MPB Chair will formulate final MPB findings and recommendations based on all input received. Dissenting opinions will be identified in the minutes. The CHMO formulates and establishes health and medical policy.

d. For the purpose of providing the members of the MPB an ongoing capability for consultation and advice, the following three nonmember categories are created:

(1) Consultants who may be invited to all proceedings of the MPB. They may be nominated by any member of the MPB and approved by the MPB Chair.

(2) Ad hoc advisors who shall attend MPB proceedings on an as-needed basis. Ad hoc advisors may be nominated by any member of the MPB and approved by the MPB Chair.

(3) Any member of the MPB may invite guests with the approval of the Chair of the MPB.

(4) Consultants, ad hoc advisors, and guests who are experts in their fields may be chosen from academia, other Federal agencies, the private sector, etc.

e. The Chair appoints members to the MPB and will appoint one of the members, who is not an astronaut, as the Executive Secretary.

f. The Executive Secretary will act as Chair of the Board during the absence of the Chair.

#### 6.19.5.2 Aerospace Medicine Board (AMB)

a. The Director of JSC will designate a senior JSC physician, who is not an astronaut, as the Chair of the AMB with CHMO concurrence.

b. A minimum of four JSC physicians, named by the Chair, constitute the permanent AMB membership.

c. All members must be physicians and full-time NASA employees. At least one member must be certified by the American Board of Preventive Medicine in the field of aerospace medicine.

d. Each member of the AMB shall have an equal vote. The AMB Chair will formulate final findings and recommendations based on the votes tallied. In the event of a tie, the AMB Chair will cast the deciding vote. The findings and recommendations will include the minority view, if any.

e. A physician from a NASA Center other than JSC will be appointed to the membership of the AMB when aviation medical evaluations from that NASA Center are under consideration.

f. The AMB Chair will appoint one of the voting members, who is not an astronaut, as Executive Secretary of the AMB.

g. The Executive Secretary of the AMB will act as Chair of the AMB during the absence of the Chair of the AMB.

#### 6.19.6 MEETINGS

6.19.6.1 Quorum Requirements. The minimum number of members required to conduct MPB proceedings will consist of the Chair and a majority of the current membership. The minimum number of members required to conduct AMB proceedings will consist of the Chair and three members.

6.19.6.2 The Chairs of the MPB and AMB shall have the right, at any time, to close a session of their respective Boards. When this right is exercised, all nonmembers will be required to leave. Specifically, the Chairs are required to close a session when discussing classified or privileged information, or information involving privacy considerations or protected by the Privacy Act of 1974, as amended, 5 U.S.C. 552a.

6.19.6.3 The Chair of the MPB can designate a temporary study group to address special health and medical issues on behalf of the Boards. At least one half of the members of the study group will consist of MPB or AMB members.

6.19.6.4 Reference 6.19.4.3, Convening the Boards, for information regarding scheduling of Board meetings.

#### 6.19.7 DURATION

This charter will remain in existence at the discretion of the Administrator.

#### 6.19.8 ASSESSMENT

The Aerospace Medicine Board will provide an annual report of accomplishments to the Chief Health and Medical Officer for assessment of performance, and the Medical Policy Board will provide an annual report of accomplishments to the NASA Operations Council for assessment of performance.

#### 6.19.9 RECORDS

Any individual's medical information is subject to the Privacy Act of 1974, as amended, 5 U.S.C. 552a, and is part of the system of medical records. All regulations, laws, and controls applicable to this system of medical records extend to this report.

- a. The CHMO is responsible for the maintenance of this Charter and all records associated with the MPB.
- b. The MPB Executive Secretary will prepare a written report of all meetings and actions of the MPB.
- c. The AMB Chair is responsible for the maintenance of all records associated with the AMB.
- d. The AMB Executive Secretary will prepare a written report of all meetings and actions of the AMB.

6.19.9.1 The MPB Chair will provide recommendations to the appropriate Mission Directorate Associate Administrator or Authorized Official for review and action.

6.19.9.2 The AMB Chair will provide findings and recommendations to the MPB Chair for review within 10 working days from the AMB meeting.

## 6.20 NASA Intercenter Aircraft Operations Panel

#### 6.20.1 PURPOSE

6.20.1.1 This charter establishes the Intercenter Aircraft Operations Panel (IAOP) and sets forth its functions, membership, meetings, duration, assessment, and records retention.

6.20.1.2 The IAOP is established to provide advice, counsel, and recommendations for consideration by the Administrator and/or the NASA Operations Council to assist NASA Senior Management in all aspects of aircraft operations. Additionally, it monitors and reviews NASA aviation activities, emphasizing the efficient use of related resources and operational aviation safety.

#### 6.20.2 APPLICABILITY/SCOPE

This charter applies to NASA Headquarters and all NASA Centers, including Component Facilities.

#### 6.20.3 AUTHORITY

- a. 42 U.S.C. 2473 (c)(1), Section 203 (c)(1) of the National Aeronautics and Space Act of 1958, as amended.
- b. NPD 7900.4, Aircraft Operations Management.

#### 6.20.4 FUNCTIONS

The NASA IAOP will accomplish the following:

6.20.4.1 Provide advice and recommendations to the Assistant Administrator for Infrastructure and Administration and other NASA Senior Management officials concerning Agency policies and other matters related to NASA aircraft.

6.20.4.2 Conduct semiannual meetings to review status, to discuss issues, and to advise the Aircraft Management Office and the Assistant Administrator for Infrastructure and Administration concerning uniform policies and procedures related to the following matters:

- a. Aircraft operations, guidelines, and requirements.

- b. Flight crew standards, training, and proficiency.
- c. Aviation safety.
- d. Aviation medical requirements.
- e. Airworthiness, maintenance, and quality assurance.
- f. Aircraft flight readiness reviews/hazard analysis.
- g. Facilities requirements.
- h. Resources requirements, utilization, and planning.
- i. Aircraft acquisitions, dispositions, and categorization criteria.
- j. Passenger operations/additional crewmembers.
- k. Uniform reporting system.

6.20.4.3 Review and recommend procedures and methods for effective intercenter aircraft operations, including the following:

- a. The interchange of pilots and flight activities of mutual interest between or among Centers.
- b. The provision of information to NASA management about active and planned aircraft program activities, including, as required, briefings of the various missions and modes of operations existing at the Centers.

6.20.4.4 Participate in and monitor functional reviews of aircraft operations on a biennial bases at each Center with aircraft. The review teams shall, for Center review purposes, function independently of Center management.

6.20.4.5 Conduct reviews of a special nature at the request of the Assistant Administrator for Infrastructure and Administration.

6.20.4.6 Coordinate findings dealing with institutional management issues with the appropriate Mission Directorate Associate Administrator prior to publication.

#### 6.20.5 MEMBERSHIP

The Panel is composed of NASA aircraft operations representatives from the Centers that operate NASA aircraft. The panel may invite advisors and other personnel, as necessary, to accomplish its review and oversight function. The Chairperson will be designated by the Assistant Administrator for Infrastructure and Administration for a term of 2 years. Membership is as follows:

6.20.5.1 The membership of the Panel shall include the following:

- a. ARC Chief, Flight Operations
- b. DFRC Chief, Flight Operations Division
- c. GSFC/WFF Chief, Aircraft Office
- d. JSC Chief, Aircraft Operations Division
- e. KSC Chief, Aircraft Operations Office
- f. LaRC Chief, Flight Operations and Support Division
- g. GRC Chief, Aircraft Operations Branch
- h. MSFC Manager, Air Operations
- i. SSC Aircraft Operations Representative
- j. HQ/Aircraft Management Office
- k. HQ/Staff, Aircraft Management Office (Executive Secretary)

#### 6.20.5.2 Advisors

- a. JSC Flight Crew Operations Directorate Representative
- b. HQ/Office of Safety and Mission Assurance, Manager, Flight Safety
- c. HQ/Chief Health and Medical Officer
- d. HQ/Office of the General Counsel
- e. HQ/Office of the Chief Financial Officer

#### 6.20.5.3 Mission Directorate Observers

- a. HQ/Space Operations Mission Directorate
- b. HQ/Aeronautics Research Mission Directorate
- c. HQ/Science Mission Directorate

6.20.5.4 The Administrator may change the membership or designate temporary members at any time. Such changes will become effective immediately and be reflected in subsequent revisions to the charter.

#### 6.20.6 MEETINGS

The IAOP meets semiannually.

#### 6.20.7 DURATION

The IAOP will continue until the directive that established it is canceled or amended.

#### 6.20.8 ASSESSMENT

6.20.8.1 The IAOP shall submit written reports to the Assistant Administrator for Infrastructure and Administration detailing the results of each regular or special IAOP review of a Center within 60 days of such reviews and will provide minutes that detail accomplishments and/or recommendations resulting from each semiannual IAOP meeting within 60 days of those meetings.

6.20.8.2 The Aircraft Management Office will summarize the accomplishments of the IAOP and provide an annual report of those accomplishments to the Assistant Administrator for Infrastructure and Administration for assessment of performance.

#### 6.20.9 RECORDS

The Aircraft Management Office is responsible for the maintenance of this charter and all other records associated with the IAOP.

## 6.21 NASA Space Flight Safety Panel

#### 6.21.1 PURPOSE

6.21.1.1 This charter sets forth the authority for the NASA Space Flight Safety Panel and continues the existence of the Panel.

6.21.1.2 The NASA Space Flight Safety Panel (hereinafter referred to as the "Panel") is hereby established to advance flight safety in NASA space flight programs and activities involving space flight crews. The Administrator determined that establishment of the Panel is necessary and, in the public interest to implement the recommendations of the Report of the Presidential Commission on the Space Shuttle Challenger Accident and to promote space crew safety. The Panel reports to the Chief Safety and Mission Assurance Officer. The Panel has the authority and will be provided the support to take those actions necessary to accomplish the functions listed below.

6.21.2 APPLICABILITY/SCOPE This charter is applicable to NASA Headquarters and all NASA Centers, including Component Facilities. The scope of the Panel's purview will encompass all aspects that affect flight crew safety.

#### 6.21.3 AUTHORITY

42 U.S.C. 2473(c)(1), Section 203(c)(1) of the National Aeronautics and Space Act of 1958, as amended.

#### 6.21.4. FUNCTIONS



6.21.4.1 The Panel will promote NASA space flight safety for those programs involving space flight crews and advise and assist the appropriate Mission Associate Administrators in the administration of safety programs and monitoring of crew safety. The Panel accomplishes this by ensuring that safety issues and recommendations are as follows:

- a. Identified and assessed during the development and implementation of NASA space flight programs; and
- b. Addressed in subsequent technical and management decisions.

6.21.4.2 The Panel will communicate directly with the Chief Safety and Mission Assurance Officer and Mission Associate Administrators on matters pertaining to space flight safety. In this regard, the Panel will publicize its functions and actively encourage all levels of personnel, Government and contractor, to identify and eliminate hazards that could adversely affect the accomplishment of human space flight objectives.

6.21.4.3 The Panel will independently assess the NASA Space Flight Safety Program for the Chief Safety and Mission Assurance Officer. It will also conduct panel, or independent member, reviews of selected issues or concerns.

6.21.4.4 At each Directorate Level Flight Readiness Review involving human space flight, the Panel will provide the Office of Safety and Mission Assurance with an independent assessment of safety issues.

6.21.4.5 The Panel Chairperson will provide focus on all aspects of human activities affecting space flight crew safety.

6.21.4.6 The Panel will solicit and respond to space flight safety concerns.

6.21.4.7 The Panel will manage, select, and/or approve award nominees for the NASA Space Flight Safety Award, which is administered through the NASA Space Flight Awareness Program.

#### 6.21.5 MEMBERSHIP

6.21.5.1 The Panel consists of six members appointed by the Chief Safety and Mission Assurance Officer from each of the following groups:

- a. Astronaut Corps (astronauts who have flown on NASA missions).
- b. NASA Headquarters Flight Safety Managers.
- c. Johnson Space Center Flight Directors.
- d. Johnson Space Center Space Station Members.
- e. Kennedy Space Center Launch Directors or NASA Test Directors.
- f. Marshall Space Flight Center Mission Managers.

6.21.5.2 The Panel member from the Astronaut Corps will serve as Chairperson.

6.21.5.3 Panel members, including the Chairperson, will serve for a period of at least 2 years when possible. Rotation will occur on a staggered schedule with at least a 4-month interval between the appointment of each new member.

6.21.5.4 The Chairperson is authorized to establish subgroups on an ad hoc basis for the purpose of providing detailed evaluations of particular concerns in technical areas to assist the Panel in formulating recommendations.

#### 6.21.6 MEETINGS

The Panel will be convened as an issue needing assessment is identified, at the request of the Chief Safety and Mission Assurance Officer, or at least quarterly. Telecons will be conducted as necessary to address Panel activities and issues.

#### 6.21.7 DURATION

The Panel will remain in existence indefinitely.

#### 6.21.8 ASSESSMENT

The Panel will provide an annual report of accomplishments to the Chief Safety and Mission Assurance Officer for assessment of performance.

#### 6.21.9 RECORDS

The Office of Safety and Mission Assurance is responsible for the maintenance of this charter. The Chairperson is

responsible for maintaining other records associated with the NASA Space Flight Safety Panel.

## **6.22 NASA Incentive Awards Board**

### **6.22.1 PURPOSE**

6.22.1.1 This charter establishes the NASA Incentive Awards Board (IAB) and sets forth its functions, membership, meetings, duration, and records retention.

6.22.1.2 The IAB is established to provide advice, counsel, and recommendations for consideration and/or approval by the Administrator relating to broad policy issues and specific award cases, i.e., Agencywide honorary recognition, nominations for external awards programs, and cash awards that exceed \$7,500 for superior accomplishments.

### **6.22.2 APPLICABILITY/SCOPE**

This charter applies to NASA Headquarters and all NASA Centers, including Component Facilities.

### **6.22.3 AUTHORITY**

- a. 5 U.S.C. 4501 et seq.
- b. 42 U.S.C. 2458, Section 306 of the National Aeronautics and Space Act of 1958, as amended.
- c. 5 CFR Part 451.
- d. Executive Order 11438, dated December 3, 1968.

### **6.22.4 FUNCTIONS**

- 6.22.4.1 Advises the Administrator on policy issues and specific honor awards cases.
- 6.22.4.2 Reviews the Agency honor awards and recognition processes for integrity, consistency, and anomalies.
- 6.22.4.3 Designates the chair of the expert panels that review award nominations in such areas as scientific and engineering achievement and equal employment opportunity.
- 6.22.4.4 Provides Centers an opportunity to reclama to the Board any nomination for a NASA honor award when the Board has determined the nomination will not be recommend to the Administrator.
- 6.22.4.5 Analyzes Agency honor award nominations statistics and forwards an annual report to the Administrator.

### **6.22.5 MEMBERSHIP**

6.22.5.1 The membership of the IAB includes the following:

- a. Associate Administrator for Institutions and Management, Chairperson
- b. Assistant Administrator for Human Capital Management, Vice Chairperson
- c. Assistant Administrator for Infrastructure and Administration
- d. Assistant Administrator for Diversity and Equal Opportunity
- e. General Counsel
- f. Associate Administrator for Space Operations Mission Directorate
- g. Chief Safety and Mission Assurance Officer
- h. Associate Administrator for Aeronautics Research Mission Directorate
- i. Associate Administrator for Science Mission Directorate
- j. Associate Administrator for Exploration Systems Mission Directorate
- k. Director, Personnel Division, Office of Human Capital Management, Executive Secretary

6.22.5.2 Additional members may be appointed on an ad hoc basis at the Chair's discretion to augment the IAB composition. The IAB may appoint special technical advisors and/or panels comprised of NASA officials or employees

to advise in the review of nominations for awards.

#### 6.22.6 MEETINGS

The IAB shall meet at the call of the Chair.

#### 6.22.7 DURATION

The IAB will remain in existence at the discretion of the Chair.

#### 6.22.8 ASSESSMENT

The IAB will provide an annual report of accomplishments to the Administrator for assessment of performance.

#### 6.22.9 RECORDS

The Office of Human Capital Management, Personnel Office, is responsible for the maintenance of this charter and all other records associated with the IAB.

### 6.23 Executive Resources Board

#### 6.23.1 PURPOSE

6.23.1.1 This charter establishes the NASA Executive Resources Board (ERB) and sets forth its functions and membership.

6.23.1.2 The ERB is established to provide advice, counsel, and recommendations for consideration by the Administrator relating to the management of executive human resources in NASA, including executive personnel policy, planning, utilization, and development.

#### 6.23.2 APPLICABILITY/SCOPE

This charter applies to NASA Headquarters, except the Office of the Inspector General, and all NASA Centers, including Component Facilities.

#### 6.23.3 AUTHORITY

a. 5 U.S.C. 3393(b); and

b. 5 CFR 317.501 and 412.104(d).

#### 6.23.4 FUNCTIONS

6.23.4.1 Advises the Administrator on Senior Executive Service (SES) personnel management policy, executive utilization, and executive development.

6.23.4.2 Conducts, through ad hoc Executive Resources Panels, the NASA SES merit staffing process for career entry into the SES.

6.23.4.3 Selects participants for the NASA SES Candidate Development Program and approves the development plan for each participant.

#### 6.23.5 MEMBERSHIP

6.23.5.1 The membership of the ERB includes the following:

a. Assistant Administrator for Human Capital Management, Chairperson.

b. Assistant Administrator for Diversity and Equal Opportunity.

c. General Counsel.

d. Four additional members from NASA Centers and Headquarters appointed by the Associate Administrator for Institutions and Management to serve 3-year terms.

6.23.5.2 The Associate Administrator for Institutions and Management may change the membership or designate temporary members at any time. Such changes will become effective immediately and be reflected in subsequent revisions to the charter.

### 6.23.6 MEETINGS

Meetings are held at the call of the Chair.

### 6.23.7 DURATION

The ERB will remain in existence at the discretion of the Chair

### 6.23.8 ASSESSMENT

The ERB will provide a biennial report of accomplishments to the Administrator for assessment of performance.

### 6.23.9 RECORDS

The NASA Personnel Division, Office of Human Capital Management, is responsible for the maintenance of this charter and all other records associated with the ERB.

## 6.24 NASA Senior Executive Committee

### 6.24.1 PURPOSE

6.24.1.1 This charter establishes the NASA Senior Executive Committee (SEC) and sets forth its functions and membership.

6.24.1.2 The SEC is established to provide advice, counsel, and recommendations for consideration by the Administrator relating to the performance of executives including performance ratings and bonuses.

### 6.24.2 APPLICABILITY/SCOPE

This chapter applies to NASA Headquarters, except the Office of the Inspector General, and all NASA Centers, including Component Facilities.

### 6.24.3 AUTHORITY

5 U.S.C. 4314(c) and 5 CFR 430.307.

### 6.24.4 FUNCTIONS

6.24.4.1 Recommends to the Administrator annual performance ratings and performance bonuses for members of the NASA Senior Executive Service (SES).

6.24.4.2 Recommends to the Administrator annual performance bonuses for incumbents of Senior Scientific and Technical (ST) and Senior Level (SL) positions.

6.24.4.3 Serves as the Performance Review Board (PRB) for members of the SES assigned to the Office of the Administrator, Officials-in-Charge of Headquarters Offices, NASA Center Directors, and members of the NASA Performance Review Board.

### 6.24.5 MEMBERSHIP

6.24.5.1 The membership of the SEC includes the following:

- a. Associate Administrator for Institutions and Management, Chairperson
- b. Associate Administrator for Aeronautics Research Mission Directorate
- c. Associate Deputy Administrator for Systems Integration
- d. Assistant Administrator for Human Capital Management
- e. Senior Advisor for Executive Resources, Office of Human Capital Management, Executive Secretary

6.24.5.2 The Associate Administrator for Institutions and Management may change the membership or designate temporary members at any time. Such changes will become effective immediately and be reflected in subsequent revisions to the charter.

6.24.6 MEETINGS Meetings are held at the call of the Chair as required.

#### 6.24.7 DURATION

The SEC will remain in existence at the discretion of the Chair.

#### 6.24.8 ASSESSMENT

The SEC will provide an annual report of accomplishments to the Administrator for assessment of performance.

#### 6.24.9 RECORDS

The NASA Personnel Division, Office of Human Capital Management, is responsible for the maintenance of this charter and all other records associated with the SEC.

### 6.25 NASA Inventions and Contributions Board

The Inventions and Contributions Board (ICB) was chartered by Congress in Public Law 85-568, the National Aeronautics and Space Act of 1958, as amended, and is governed by the provisions in that statute and in certain Federal Regulations. The Space Act places the ICB in NASA to provide recommendations for waiving property rights in inventions and for monetary awards to any person making a significant scientific or technical contribution to the conduct of aeronautical and space activities.

#### 6.25.2 APPLICABILITY/SCOPE

6.25.2.1 This charter applies to NASA Headquarters and NASA Centers, including Component Facilities.

6.25.2.2 The scope of the Board encompasses all activities conducted by NASA. These include robotic and human exploration and observation and study of the universe and our solar system, including planet Earth, aeronautics, and development of all required capabilities and technologies.

#### 6.25.3 AUTHORITY

The Inventions and Contributions Board (ICB) (established 1958) is chartered in Sections 305 and 306 of the National Aeronautics and Space Act of 1958 [Space Act], as amended, 42 U.S.C. Sections 2457 and 2458.

#### 6.25.4 FUNCTIONS

6.25.4.1 Under the authority of 42 U.S.C. 2457(f) and pursuant to 14 CFR part 1245 subpart 1, the Board will receive and evaluate petitions for waiver of rights of the United States to inventions, accord each interested party an opportunity for a hearing, and transmit to the Administrator its findings of fact regarding petitions and its recommendations for action to be taken with respect thereto.

6.25.4.2 Under the authority of 42 U.S.C. 2458 and pursuant to 14 CFR part 1240, the Board will receive and evaluate each application for award for any scientific or technical contribution to the Administration which is determined to have significant value in the conduct of aeronautical and space activities, will accord each an opportunity for a hearing upon such application, and will then transmit to the Administrator its recommendation as to the amount of the monetary award and the terms of the award, if any, to be made for such contribution.

6.25.4.3 Utilizing the Board's unique incentives for the development and reporting of new technologies and the substantial knowledge the Board gains from the awards, the Board will disseminate information on these technologies throughout the Administration to encourage further utilization across NASA missions and programs with a special emphasis on the Vision for Space Exploration.

#### 6.25.5 MEMBERSHIP

6.25.5.1 Under the authority of 42 U.S.C. 2457(f) and pursuant to 14 CFR part 1209 subpart 4, the Board shall consist of a full-time chairperson and at least six members appointed from within NASA. The Chief Engineer has been designated the Chairperson of the Board and is directly responsible to the Administrator.

6.25.5.2 Under the authority of 42 U.S.C. 2457(f) and pursuant to 14 CFR part 1209 subpart 4, a staff is established to assist the Board in discharging its functions and responsibilities. A full-time Director as a nonvoting member of the Board will direct the activities of the staff and will report to the Chairperson of the Board.

#### 6.25.6 MEETINGS

The Board meets six times a year, once every other month and as necessary for emergent, time critical matters.

### 6.25.7 DURATION

The Board will remain in existence indefinitely.

### 6.25.8 ASSESSMENT

The Board provides an annual report of accomplishments to the Administrator.

### 6.25.9 RECORDS

The NASA Chief Engineer is responsible for the maintenance of all records associated with the Board.

## 6.26 Chief Information Officer Board

### 6.26.1 PURPOSE

This charter establishes the NASA Chief Information Officer (CIO) Board and sets forth its functions, membership, meetings, duration, assessment, and records disposition.

### 6.26.2 APPLICABILITY/SCOPE

This charter is applicable to NASA Headquarters and NASA Centers, including Component Facilities, and to the Jet Propulsion Laboratory where specified in its contract.

### 6.26.3 AUTHORITY

- a. 42 U.S.C. 2473(c)(1), Section 203 (c)(1) of the National Aeronautics and Space Act of 1958, as amended.
- b. 40 U.S.C. 1401 et seq., Section 808 of P.L. 104-208, the Clinger-Cohen Act of 1996 [renaming in pertinent part the Information Technology Management Reform Act (ITRMA), Division E of P.L. 104-106].
- c. NPD and NPR 2800.1, Managing Information Technology.

### 6.26.4 FUNCTIONS The CIO Board shall serve as an advisor to the NASA Chief Information Officer to:

- a. Provide recommendations for ensuring that Agency IT contributes to and supports Agency missions, goals, and objectives and for promoting the use of IT by the Agency to improve the productivity, efficiency, and effectiveness of Agency programs.
- b. Evaluate and provide recommendations on Agency-level, multiprogram, or multiproject IT plans, support, services, architectures, policies, procedures, standards, guidelines, and practices to ensure alignment with Federal and Agency requirements and directions.
- c. Support the NASA CIO in the planning, acquisition, review, and evaluation of NASA's IT investments and in ensuring their alignment with the Agency's Enterprise Architecture (EA) and Capital Planning and Investment Control (CPIC) process.

### 6.26.5 MEMBERSHIP

The CIO Board is chaired by the NASA CIO. The Board's membership includes all Mission Directorate and Center CIOs. Invited representatives from other NASA offices that are involved in Agency matters pertaining to IT may attend CIO Board meetings as ex officio members.

### 6.26.6 MEETINGS

Meetings will be held weekly via teleconference. In addition to the teleconferences, face-to-face meetings of the CIO Board are held on a quarterly basis or at the discretion of the NASA CIO.

### 6.26.7 DURATION

The CIO Board charter will be reviewed every 2 years.

### 6.26.8 ASSESSMENT

The CIO Board will provide an annual report of accomplishments to the NASA Operations Council for assessment of performance.



## 6.26.9 RECORDS

The Office of the CIO will collect, maintain, retain, and dispose of records that document CIO Board meetings.

# 6.28 Environmental and Energy Management Board

## 6.28.1 PURPOSE

6.28.1.1 This charter establishes the Environmental and Energy Management Board (EEMB) and sets forth its functions, membership, meetings, duration, assessment, and records retention.

6.28.1.2 The EEMB is established for the purpose of providing leadership in ensuring that NASA fulfills its mission in an environmentally sustainable manner consistent with its vision, values, and federal stewardship responsibilities.

6.28.1.3 The EEMB objective is to ensure coordination and support of Agencywide management regarding significant environmental policy and management issues. The EEMB advises the NASA Operations Council on matters requiring significant Agencywide capital investments or investment policy to achieve or sustain environmental compliance and for the prevention, control, and abatement of environmental pollution.

## 6.28.2 APPLICABILITY/SCOPE

This charter applies to NASA Headquarters and NASA Centers, including Component Facilities.

## 6.28.3 AUTHORITY

a. 42 U.S.C. 2473(c) (1), Section 203(c) (1) of the National Aeronautics and Space Act of 1958, as amended; and

b. NPD 8500.1, NASA Environmental Management

## 6.28.4 FUNCTIONS

6.28.4.1 Providing the primary forum for identifying and addressing environmental and energy policies, priorities, practices, and issues across Agency and Mission Directorate activities.

6.28.4.2 Recommending to the Agency, through the NASA Operations Council, environmental and energy initiatives deemed beneficial and value added to NASA missions.

6.28.4.3 Developing consensus Agency positions on environmental and energy issues and resource levels for advocacy to the NASA Operations Council.

6.28.4.4 Sponsoring or conducting independent technical reviews of environmental and energy aspects of NASA programs and activities.

6.28.4.5 Chartering supporting panels for research and implementation of environmental and energy programs, issues, and initiatives. These panels shall include the Environmental Management Panel, the Energy Efficiency Panel, and other panels as deemed necessary by the EEMB. Charters for supporting panels shall be maintained as EEMB records. Voting membership of such panels shall be limited to full time or permanent part time Federal employees.

## 6.28.5 MEMBERSHIP

6.28.5.1 Assistant Administrator for Infrastructure and Administration, Chairperson.

6.28.5.2 Headquarters voting members include each Mission Directorate Deputy Associate Administrator.

6.28.5.3 Center and Component Facility voting members include the principal management official responsible for environmental management and compliance activities.

6.28.5.4 Agency Energy Managers, Safety Managers, Occupational Health Managers, and the NASA Headquarters Facilities Engineering and Real Property Division will serve as nonvoting consultants.

6.28.5.5 The General Counsel, or designee, will serve as a nonvoting legal adviser.

6.28.5.6 The NASA Headquarters Director of Environmental Management will serve as the EEMB Executive Secretary.

6.28.5.7 The Assistant Administrator for Infrastructure and Administration may change the membership or designate temporary members at anytime. Such changes will become effective immediately and be reflected in subsequent

revisions to the charter.

#### 6.28.6 MEETINGS

The Chairperson is responsible for preparing the EEMB's schedules and meeting agendas. Meetings will be held as needed, but not less than annually.

#### 6.28.7 DURATION

The EEMB will remain in existence at the discretion of the Assistant Administrator for Infrastructure and Administration.

#### 6.28.8 ASSESSMENT

The Environmental and Energy Management Board will provide an annual report of accomplishments to the NASA Operations Council for assessment of performance.

#### 6.28.9 RECORDS

The Chairperson is responsible for the maintenance of this charter and all other records associated with the EEMB. The Chairperson shall be responsible for preparing agendas and tracking actions to closure.

## 6.31 Health and Safety Board

### 6.31.1 PURPOSE

6.31.1.1 This charter establishes the Health and Safety Board (HSB) and sets forth its functions, membership, meetings, duration, assessment, and records retention.

6.31.1.2 The HSB serves as a forum to address critical occupational health and safety concerns relating to the NASA workforce in all environments (ground, air, and space) and involves the relationship between humans, systems, and the environment. The HSB reviews clinical, health maintenance, and environmental health evidence in support of improving the Agency's health and safety policies and procedures and identifies knowledge gaps and the adequacy of tools to maintain a workforce at its highest level of physical and mental well-being.

### 6.31.2 APPLICABILITY/SCOPE

This charter applies to NASA Headquarters and NASA Centers, including Component Facilities. The scope of the HSB's functional and strategic leadership role is Agencywide.

### 6.31.3 AUTHORITY

42 U.S.C. 2473 (c)(1), Section 203 (c) (1) of the National Aeronautics and Space Act of 1958, as amended.

### 6.31.4 FUNCTIONS

6.31.4.1 Develop and provide advice, counsel, and recommendations on all occupational health and safety matters relating to the Agency's needs and investments in employee health for consideration by the NASA Strategic Planning Council and the NASA Operations Council.

6.31.4.2 Provide a continuing forum for developing and reviewing all Agency health and medical policies, protocols, and procedures.

6.31.4.3 Evaluate and review occupational health assessments, developing recommendations for continuous improvement for Agencywide programs that include the following areas:

- a. Health policies, standards, and processes.
- b. Risk management.
- c. Medical quality assurance and program content.
- d. Human systems and the environment (space and ground).
- e. Health program practices.
- f. Integrated health and safety strategic planning.

- g. Coordinated health, medical, and safety activities, including external reviews.
- h. Balanced internal and external Agency health and safety activities.
- i. Public communication of NASA's health programs.

6.31.4.4 Evaluate and develop recommendations on specific health and safety program concerns at the request of the Administrator, Chief Health and Medical Officer, Chief Engineer, Chief Scientist, Chief Safety and Mission Assurance Officer, Strategic Planning Council, or NASA Operations Council.

#### 6.31.5 MEMBERSHIP

6.31.5.1 Members of the HCB must be NASA employees.

6.31.5.2 The Chief Health and Medical Officer shall chair the HSB. In that person's absence, the CHMO's Management and Operations Deputy will serve as the Chair.

6.31.5.3 The active membership of the HSB shall include the following:

- a. Director, Personnel Division, Office of Human Capital Management.
- b. Director, Facilities Engineering Division, Office of Infrastructure and Administration.
- c. Deputy Associate Administrator for Crew Health and Safety, Space Operations Mission Directorate.
- d. Deputy Chief Safety and Mission Assurance Officer.
- e. Deputy Associate Administrator, Aeronautics Research Mission Directorate.
- f. Deputy Associate Administrator, Science Mission Directorate.
- g. Deputy Associate Administrator, Exploration Systems Mission Directorate.
- h. Assistant Administrator for Security and Program Protection.

6.31.5.4 Advisory members are required to be in attendance when specifically requested. The advisory membership of the HSB shall include the following:

- a. Occupational and Environmental Health Officers? Technical Representative at each NASA Center, Component Facility, and JPL.\*
- b. Safety Director at each NASA Center, Component Facility, and JPL.\*
- c. Deputy Chief Financial Officer for Resources (Comptroller) or senior designee.
- d. Senior Designee from Office of Diversity and Equal Opportunity.
- e. General Counsel or senior designee.
- f. Senior Designee from Office of External Relations.

\* The JPL representatives are invited to participate as nonvoting advisory members who may provide advice and recommendations to the Board but who do not have deliberative or consensus-building authority.

6.31.5.5 The HSB will have a standing subcommittee to address critical cross-cutting Agency concerns mutually impacting safety, health, and the environment. The subcommittee shall report directly to the Chair and will be comprised of the Director, Occupational Health Programs, Office of the Chief Health and Medical Officer; the Director, Environmental Management Division, Office of Infrastructure and Administration; and the Director, Safety and Assurance Requirements Division, Office of the Chief Safety and Mission Assurance Officer.

6.31.5.6 Ad hoc committees may be formed and called to order at any time to address a specific topic and shall be in existence until cancelled by the Chairperson.

#### 6.31.6 MEETINGS

The HSB shall meet at the call of the Chairperson as necessary, but at least twice annually. The HSB subcommittee may meet more frequently, and on an ad hoc basis, as needed. The Chair shall ensure all meeting preparations are complete and that follow up actions are closed. All active members shall attend and participate in scheduled meetings.

#### 6.31.7 DURATION

The HSB will remain in existence at the discretion of the Chief Health and Medical Officer and/or the Administrator.

6.31.8 ASSESSMENT The Health and Safety Board will provide an annual report of accomplishments to the Chief Health and Medical Officer for assessment of performance.

#### 6.31.9 RECORDS

The Special Assistant for Medical Quality Assurance, Office of the Chief Health and Medical Officer serves as the Executive Secretary and is responsible for the maintenance of this charter and all other records associated with the HSB.

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## Chapter 7: The Organizational Change Process

7.1 Changes to Mission Statements and Organizational Charts Within the Mission Support Office of Institutions and Management, the functional support office, the Office of Human Capital Management is responsible for the administration of the NASA organizational change process.

7.1.1 Mission statements and organizational charts will be revised to reflect either of the following:

- a. Revision in the responsibilities of a Headquarters office or a Center.
- b. Establishment of or changes to existing internal or external relationships with organizations, especially those organizations that rely on NASA for service or support in the accomplishment of their programs.

### 7.1.2 APPROVAL LEVELS REQUIRED FOR CHANGES TO MISSION STATEMENTS AND ORGANIZATIONAL STRUCTURES.

7.1.2.1 The Associate Administrator for Institutions and Management will approve all organizational structures for the Mission Directorates and Mission Support Offices for Headquarters.

7.1.2.2 The OIC's will approve their mission statements and organizational structures below the division level. The corresponding organizational charts will be maintained by the OIC and will not be published in this document.

7.1.2.3 The Center Directors, with concurrence from the applicable Mission Directorate, will approve all mission statements and organizational structures for those organizational elements subordinate to their offices and directorates. The corresponding organizational charts will be published in the Center Directives System, and copies will be provided to the cognizant Headquarters Center Executive (HCE).

### 7.1.3 DOCUMENTATION NEEDED FOR HEADQUARTERS ORGANIZATIONAL CHANGES

- a. A memo from the proposing official to the AA for Institutions and Management describing the rationale for all major changes. When the proposed changes may affect bargaining-unit employees, appropriate union notification will also be described in the memo.
- b. A new or revised mission statement which includes a narrative about the mission statement, responsibilities, line of succession, any special relationships, and an organizational chart. The Office of Human Capital Management will prepare the actual page changes to this NPD along with the necessary Action Document Summary (ADS); therefore, the requesting offices need not prepare "final" copy of the mission statement or chart.
- c. A current onboard position analysis and a proposed position plan based on the approved ceiling which reflect the number of positions by supervisor, scientist and engineer, professional and administrative, and clerical and support categories, as well as the total number of SES positions. The plan should also reflect an analysis of any proposed staffing or SES pay-level increases or decreases. This analysis will also address the effect of the proposed changes on tracked metrics such as the supervisor/employee ratio.

### 7.1.4 COORDINATION PROCESS FOR HEADQUARTERS OFFICES.

- a. The Office of Human Capital Management will review the submittal, prepare the revised mission statement, organization chart, and the ADS, and submit the package concurrently to the Chief Financial Officer, the General Counsel, the Inspector General, all Headquarters HCEs, and any other Headquarters office impacted by the proposed change.
- b. Each reviewing official will concur or provide reasons for opposing the action. Nonconcurrences will be referred to the submitting office for resolution. Remaining conflicts will be resolved by the AA for Institutions and Management.
- c. Upon completion of the final approval, the changes will be incorporated into the NASA Online Directives Information System (NODIS). Agency Directives Managers will receive electronic copies.

### 7.1.5 COORDINATION PROCESS FOR CENTERS. Concurrence from the respective HCE and coordination with

affected Mission Directorates are required prior to final approval by the Center Director for changes to the Center mission statements and organizational structures. An electronic version of the revised documents (mission statement and Center-level organization chart) shall be sent to the Office of Human Capital Management for incorporation in this NPD.

**7.1.6 ACTION TO EXPEDITE PROCESSING.** During the planning stage of any organizational change, originators are encouraged to discuss the proposed changes with all stakeholders prior to submission into the formal approval process. Early coordination will enable these offices and the originators to identify and resolve any issues, eliminating potential delays in the formal approval process.

**7.1.7 ANNOUNCEMENTS AND OTHER POST-APPROVAL ACTIONS.** Special care should be taken to avoid premature release of information prior to final approval. The organization undergoing change is responsible for preparing announcements and other post-approval actions. At Headquarters, this action will be cleared with the AA for Institutions and Management. At the Centers this action will be cleared with the cognizant HCE. Public statements and press releases on changes to The NASA Organization will be issued by the Office of Strategic Communications, NASA Headquarters, after appropriate coordination with external entities.

## **7.2 CHANGES TO NASA CHARTERS**

**7.2.1 NASA Charters:** Established/revised to reflect any of the following:

- a. Establishment of a new charter as mandated by statute, Executive Order, or the Administrator.
- b. Revalidation, including extension, of an existing charter.

**7.2.2 APPROVAL LEVELS FOR CHARTERS.** The Administrator or designee will approve Agency level charters.

**7.2.3 DOCUMENTATION REQUIRED FOR PROPOSALS TO ESTABLISH/CHANGE CHARTERS.**

- a. A memo from the proposing official, through the AA for Institutions and Management, to the Administrator describing/justifying the need for establishment or rationale for changes. When the proposed changes may affect bargaining-unit employees, appropriate union notification will also be described in the memo.
- b. A new or revised charter that clearly reflects changes. The Office of Human Capital Management will prepare the actual page changes to this NPD along with the necessary Action Document Summary (ADS); therefore, the requesting offices need not prepare a "final" copy of the charter.

## **7.2.4 COORDINATION PROCESS FOR CHARTERS**

**7.2.4.1** The Office of Human Capital Management will review the submittal, prepare the revised charter and the ADS, and submit the package concurrently to the Chief Financial Officer, the General Counsel, the Inspector General, all Headquarters HCEs, and any other Headquarters office impacted by the proposed change.

**7.2.4.2** Each reviewing official will concur or provide reasons for opposing the action. Nonconcurrences will be referred to the submitting office for resolution. Remaining conflicts will be resolved by the Associate Deputy Administrator for Systems Integration.

**7.2.4.3** Upon completion of the final approval, the changes will be incorporated into the NASA Online Directives Information System (NODIS). Agency Directives Managers will receive electronic copies.

**7.2.5 ACTION TO EXPEDITE PROCESSING.** During the planning stage of any charter change, originators are encouraged to discuss the proposed changes with all stakeholders prior to submission into the formal approval process. Early coordination will enable these offices and the originators to identify and resolve any issues, eliminating potential delays in the formal approval process.

**7.2.6 ANNOUNCEMENTS AND OTHER POST-APPROVAL ACTIONS.** Special care should be taken to avoid premature release of charter changes prior to final approval by the Administrator. The organization proposing the change is responsible for preparing announcements and other post-approval actions. At Headquarters this action will be cleared with the AA for Institutions and Management. At the Centers this action will be cleared with the cognizant HCE. Public statements and press releases on changes to The NASA Organization will be issued by the Office of Strategic Communications, NASA Headquarters, after appropriate coordination with external entities.